



# THE CITY OF SANTA FE



## FY20 Recommended Budget





# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

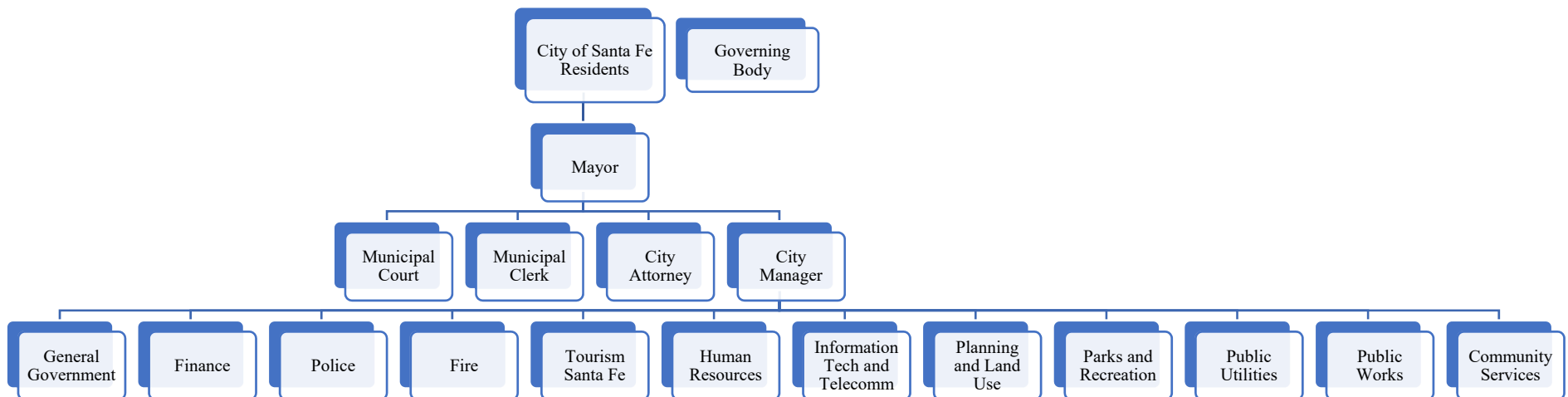
## TABLE OF CONTENTS

I.	CITY ORGANIZATIONAL CHART.....	3
II.	ELECTED OFFICIALS.....	4
III.	MAYOR’S LETTER.....	5
IV.	EXECUTIVE SUMMARY (ALL FUNDS AND GENERAL FUND).....	8
V.	EXPENDITURE HIGHLIGHTS.....	18
VI.	REVENUE AND ECONOMIC ANALYSIS.....	23
VII.	DEPARTMENT EXPENDITURES.....	38
	A. COMMUNITY SERVICES DEPARTMENT.....	38
	B. FINANCE DEPARTMENT.....	43
	C. FIRE DEPARTMENT.....	52
	D. GENERAL GOVERNMENT DEPARTMENT.....	59
	E. HUMAN RESOURCES DEPARTMENT.....	70
	F. ITT DEPARTMENT.....	72
	G. PARKS AND RECREATION DEPARTMENT.....	78
	H. PLANNING AND LAND USE DEPARTMENT.....	83
	I. POLICE DEPARTMENT.....	92
	J. PUBLIC UTILITIES DEPARTMENT.....	96
	K. PUBLIC WORKS DEPARTMENT.....	102
	L. TOURISM SANTA FE.....	111
VIII.	FY20 CAPITAL BUDGET.....	115
IX.	GLOSSARY OF TERMS AND ABBREVIATIONS.....	119



# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## I. CITY OF SANTA FE - ORGANIZATIONAL CHART





# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## II. ELECTED OFFICIALS



**Mayor Alan Webber**



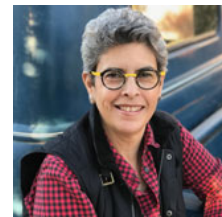
**Renee Villarreal - District 1 Councilor**



**Signe Lindell - District 1 Councilor**



**Peter Ives - District 2 Councilor**



**Carol Romero-Wirth - District 2 Councilor**



**Chris Rivera - District 3 Councilor**



**Roman "Tiger" Abeyta - District 3 Councilor**

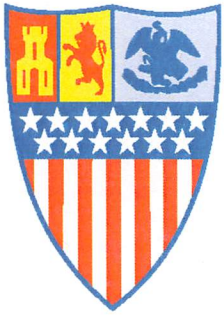


**Michael Harris - District 4 Councilor**



**JoAnne Vigil Coppler - District 4 Councilor**





# City of Santa Fe, New Mexico

200 Lincoln Avenue, P.O. Box 909, Santa Fe, NM 87504-0909

[www.santafenm.gov](http://www.santafenm.gov)

*Alan Webber, Mayor*

**Councilors:**

Signe I. Lindell, Mayor Pro Tem, District 1

Renee Villarreal, District 1

Peter N. Ives, District 2

Carol Romero-Wirth, District 2

Roman "Tiger" Abeyta, District 3

Chris Rivera, District 3

Mike Harris, District 4

JoAnne Vigil Coppler, District 4

Dear Santa Feans,

This budget is a report to the people of Santa Fe that lays out the current financial status of our City and identifies the investments we intend to make. The City's finances are sound. We are managing your tax dollars carefully, thoughtfully, and strategically to deliver the high-quality services you deserve and expect.

This budget is also a report on the overall state of the City. It tells you that the state of the City is good—and getting better. It tells you that we have the capacity and the intention to invest in people, programs, plans, and policies to preserve what is best about Santa Fe and to deliver an even better future going forward. This budget says that we are deeply committed to change—to improving and upgrading every facet of the way the City operates. We will make improvements every day to make Santa Fe run smarter, work smoother, and do business faster and better.

This is a budget that continues the hard work of getting our own house in order. We continue to invest in areas across the City where deferred maintenance has left us work to do: deferred maintenance in recruiting, developing, and paying our people; deferred maintenance in the information technology and software that run the City; deferred maintenance in the capital assets the City owns and operates; deferred maintenance in our social systems and the programs we provide for people; deferred maintenance in the planning and development of the City as a place for people to live, work, play, and thrive.

This is a "people first" budget. We take seriously the management principle that any organization is only as good as the people who work inside it. Our goal is to make sure that the City of Santa Fe is the employer of choice for talented people who want to make a difference through their work. *The people who work for the City of Santa Fe give their best every day so that the people of Santa Fe live their best every day.*

In the past the City has conducted studies to determine whether we fairly compensate City workers. In this budget we are making good on our promise to fund fully the most recent compensation study. We have set aside more than \$900,000 to bring our employees outside of public safety up to market-level pay—with a 2% pay increase in addition to that increase.

After years of under-paying the people who keep us safe and secure—our public safety team members—in this budget we have included increases to police department and fire department salaries that acknowledge both the recommendations from the recent compensation study and the changes in the local public safety employee market. This is an issue that demands and deserves ongoing vigilance, and we will continue to monitor public safety compensation going forward.

This budget also invests in the key areas that define the quality of life for all of us who call Santa Fe home. It puts more money into encouraging the development of housing, so that people of all ages and all occupations can live and work here. It invests more money into doing the careful planning and thoughtful development of our neighborhoods, so that every part of Santa Fe will be strong, safe, and beautiful. This budget invests in our ongoing efforts to diversify the Santa Fe economy, recognizing that art and culture are at the heart of our City's history, and supporting and promoting new jobs that will develop in emerging fields such as technology, entertainment, innovation, and entrepreneurship.

In addition, this budget maintains our commitment to making Santa Fe the most user-friendly, eco-friendly, and family-friendly city in the United States. We continue to invest in customer services in our Office of Constituent and Council Services, in our upgraded user interface in the Land Use department, in our improved permitting process in Parks and Recreation, and in a user-friendly web site that will offer every Santa Fean the information they want at their fingertips. We are fully committed to implementing the Sustainable Santa Fe plan adopted by the Governing Body last year—and we are structuring our own “local Green New Deal” to put Santa Fe at the forefront of both fighting climate change and embracing social justice. Our investments in Parks and Recreation, housing development, and code enforcement demonstrate our commitment to creating a future in Santa Fe where all people can not only afford to live here but can also enjoy a quality of life that is simply better than any other city in our country.

This budget says that we are deeply committed to equity, to fairness, and to healing the divides in our City. It contains money for a teen center on the Southside of Santa Fe, where most of our young people live. It contains money for a new ambassador for our senior citizens, a large and growing part of our community. It contains money that will enable us to build and implement our strategy to end chronic and veteran homelessness in Santa Fe. It contains money to allow us to fulfill our commitment to design and to develop the mid-town campus in a way that includes and respects all of the interests on that campus, protecting old neighborhoods from displacement while creating new opportunities for diverse housing, higher education, and good jobs.

Through the investments made in this budget we seek to produce not only better services, better experiences, better lives for the people of Santa Fe. We seek also to support more connections, more collaboration, more cooperation, and more conversations among and between all parts of our City. We seek to encourage the investment of all Santa Feans in helping

to create our shared future. We seek to build trust between the people of Santa Fe and their City government.

I invite you to read and examine this budget. It is an honest document. It is a fair and equitable document. It is a document built with integrity and infused with hope. More than anything else, it is a promise we make to each other to work with each other to solve our problems, meet our challenges, and secure our future—together.

A handwritten signature in black ink, appearing to read 'AW', with a long horizontal stroke extending to the right.

Alan Webber  
Mayor, Santa Fe



## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### IV. Executive Summary

The recommended Fiscal Year 2020 (FY20) budget balances increased investment and fiscal responsibility. Continuing trends seen in recent years, the proposed FY20 budget relies on growth in local revenues such as gross receipts and property tax. Even with strong growth in local revenue sources, it is only through continued fiscal responsibility within City departments that the City will be able to fund new and expanded investments after reserving for costs associated with collective bargaining, health insurance increases and debt service. Mayor Webber is proposing targeted, data-driven investments in a sustainable, innovative, and equitable City that meet the core needs of our residents in every neighborhood. Core tenets of this proposal include:

- 1) Creating a future in Santa Fe where all people can afford to live, and can enjoy a quality of life that is better than any other city in our country.
- 2) Promoting a sustainable City, where residents feel safe, and care for their environment and the well-being of all of those within it.
- 3) Seizing opportunities to modernize government, which will improve residents' experiences with government operations.

With growth in fixed costs and salaries and benefits, we made choices in this budget. However, the continued strength of the Santa Fe economy allows us to recommend the investments listed above among others, while maintaining Santa Fe's fiscal stability.

#### **Salaries and Benefits**

The City greatly appreciates our most valuable resource, our employees. The City's goal is to take a proactive approach to our classification and compensation plan to provide well-rounded compensation packages to our employees. The FY20 recommended budget includes increases in salary and benefits compensation of approximately \$4 million for these hard working, capable City employees. These increases for all employees include the following:

- The FY20 recommended budget includes funding to bring our employees up to market-level pay as was recommended in the Classification and Compensation Study conducted within the last year. This will be the first time in at least ten years that the City has made changes to the existing Classification and Compensation Plan as a result of an external study having been completed. This is a good foundation to begin the necessary ongoing maintenance of our Classification and Compensation Plan.
- In addition to funding the recommendations of the Classification and Compensation Study, the City is funding a 2 percent pay increase for all AFSCME and non-union employees, a 2 percent pay increase and a 1 percent longevity pay increase for fire union employees, and allocating \$930,604 for the negotiations of sworn police union employees and \$157,980 for civilian union employees.



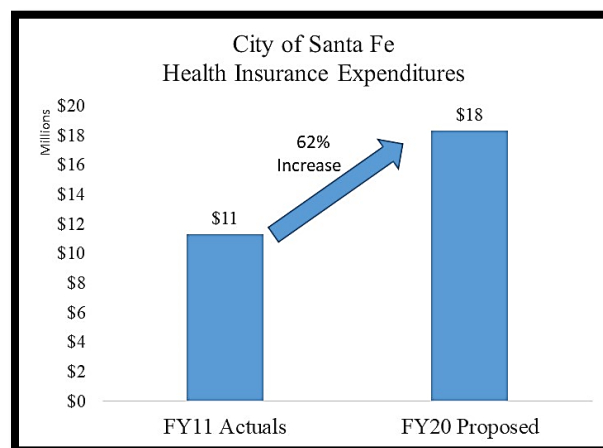


## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

- Additionally, this FY20 recommended budget includes an increase of the City contributions to our employees' PERA benefit. During the 2019 legislative session, a 0.25 percent increase in employer contributions to the Public Employee Retirement Association (PERA) was made effective. The legislative change impacts all three City retirement plans.

### Health and Dental Benefits

The City also offers a valuable insurance benefit. Healthcare costs continue to increase at a rate higher than the overall budget, consistent with trends in the broader market. Over the last decade the City's share of health insurance costs alone have increased 62 percent, far outpacing the growth in the City's budget over that same period of time.



The City is limited in its ability to influence the multiple causes behind health care cost swings; and despite increases in costs, the City has not increased health insurance rates in the last three years. A 3.4 percent increase for medical coverage was recommended for FY19, but instead of increasing rates, deficits are covered by the balances in the health fund. Dental coverage funding levels and contributions have not changed for more than 10 years putting the dental fund into a deficit. In 2018, funds were transferred from the health fund to cover the cumulative deficit. As a result of the difference between the cost of claims and the funding for the self-insured plan, the benefits consultant is recommending the City increase medical premiums by 9.9 percent and dental premiums by 11.4 percent. The City's increase would be approximately \$1.5 million.

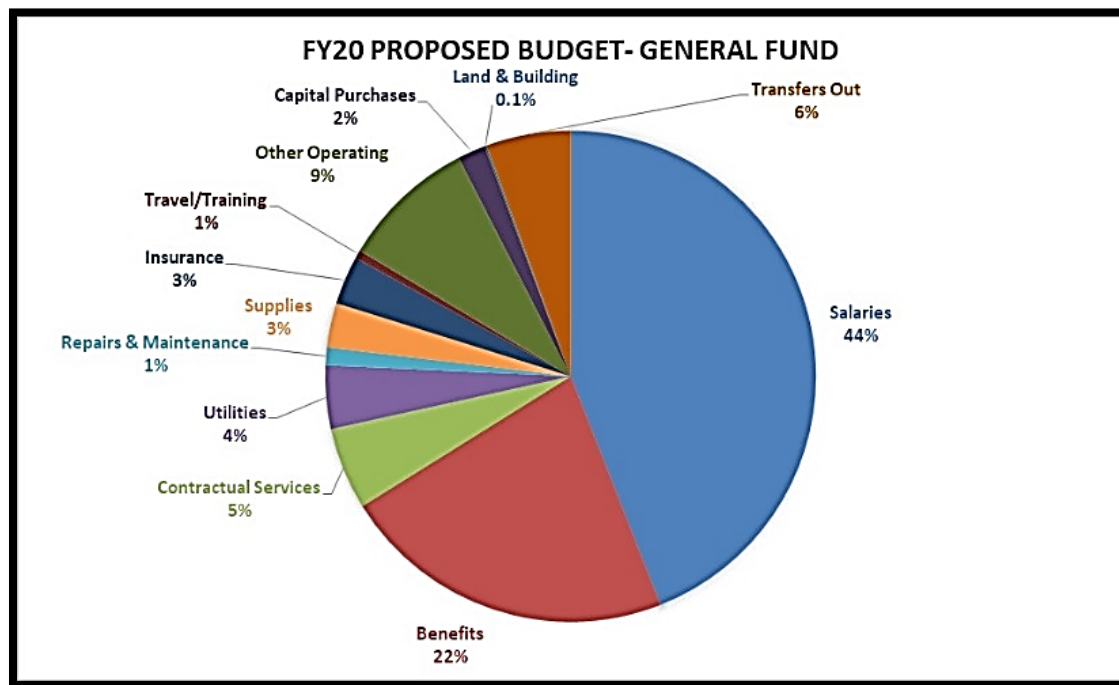
Coverage	Current Employer Contribution	Renewal Employer Contribution	% Difference	\$ Difference
Medical	\$14,578,575	\$16,015,436	9.9%	\$1,436,861
Dental	\$589,663	\$656,784	11.4%	\$67,120
Total	\$15,168,238	\$16,672,220	9.9%	\$1,503,981



## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

Finally, the FY20 recommended budget also includes \$103 thousand to comply with the State Vaccine Act. The City is legally required to reimburse the State for the distribution and storage of vaccines for insured children. The investment will ensure we are compliant with State statute.

### GENERAL FUND SUMMARY



The General Fund revenues, which primarily fund the cost of running the day-to-day business of the City, are derived from local and shared taxes, fees and services, licenses and permits, and a variety of other revenue sources including grants, interest income, and inter-fund transfers. Total projected revenue in the General Fund for FY20 is \$104.9 million, while General Fund expenditures total \$102.4 million. With projected FY20 revenues to exceed the budgeted expenditures by \$2.5 million, the City will meet the City Council mandated minimum general fund balance of 10 percent. While the recommended FY20 budget supports increased investment, ensuring general fund reserves meet the 10 percent mandate will enable the City to maintain fiscal responsibility and protect against the next economic downturn and inevitable fluctuations in gross receipts tax revenue, the City's largest revenue source. On the expenditure side, the FY20 General Fund expenditure budget reflects an increase of \$6 million or 6.2 percent over the FY19 budget, primarily driven by an increase in salaries and health and dental insurance, as well as contractual services and capital purchases.



# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## CITY OF SANTA FE GENERAL FUND EXPENDITURES BY DEPARTMENT FY 2015/16 THROUGH FY 2019/20

DEPARTMENT	ACTUAL EXPENSES FY 2015/16	ACTUAL EXPENSES FY 2016/17	ACTUAL EXPENSES FY 2017/18	FY 2018/19 MIDYEAR BUDGET	RECOMMENDED BUDGET FY 2019/20	AMOUNT CHANGE 18/19-19/20	PERCENT CHANGE 18/19-19/20
Community Services	6,178,983	7,307,811	8,090,860	8,559,397	8,900,140	340,743	4.0%
Finance	6,459,504	13,744,922	5,792,505	5,267,534	5,601,020	333,486	6.3%
Fire Department	15,389,045	17,409,016	19,826,058	20,209,078	20,995,646	786,568	3.9%
General Government	7,157,429	7,275,976	8,544,266	9,681,585	10,068,720	387,135	4.0%
Human Resources	1,114,554	910,996	1,444,277	1,650,137	3,671,121	2,020,984	122.5%
Information Tech. & Telecom.	3,466,736	4,157,037	-	-	-	-	0.0%
Parks & Recreation	7,572,884	8,593,308	10,165,790	9,436,351	10,287,906	851,555	9.0%
Planning & Land Use	3,945,095	4,404,317	5,339,159	5,272,438	6,651,068	1,378,630	26.1%
Police Department	21,084,936	22,495,788	24,087,914	25,521,288	24,680,121	(841,167)	-3.3%
Public Utilities	303,308	284,160	313,335	281,204	286,886	5,682	2.0%
Public Works	5,385,292	7,025,389	9,406,587	10,502,907	11,215,201	712,294	6.8%
<b>TOTAL GENERAL FUND</b>	<b>78,057,767</b>	<b>93,608,720</b>	<b>93,010,751</b>	<b>96,381,919</b>	<b>102,357,829</b>	<b>5,975,910</b>	<b>6.2%</b>



# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## CITY OF SANTA FE - FY 2019/20 PROPOSED BUDGET

### FUND OVERVIEW: GENERAL FUND [1001]

DESCRIPTION	FISCAL YEAR	FISCAL YEAR 2018/2019				FY 2019/2020	AMOUNT	PERCENT
	2017/2018 ACTUAL	MIDYEAR BUDGET	MIDYEAR ACTUAL	MIDYEAR ENCUMBRANCE	REMAINING BUDGET	RECOMMENDED BUDGET	CHANGE FY 20 - FY 19	CHANGE FY 20 - FY 20
<b>BEGINNING BALANCE</b>	<b>6,079,637</b>	<b>7,684,220</b>	<b>7,684,220</b>			<b>7,172,160</b>	(512,060)	-6.7%
<i>Revenues :</i>								
Gross Receipts Tax	64,915,409	65,988,414	22,166,822		43,821,592	70,382,213	4,393,799	6.7%
Property Tax:	8,965,751	8,119,189	3,155,030		4,964,159	11,157,228	3,038,039	37.4%
Franchise Fees	4,378,595	4,605,575	345,620		4,259,955	5,292,033	686,458	14.9%
Other Taxes	495,819	489,000	149,950		339,050	531,116	42,116	8.6%
Licenses & Permits	4,180,409	4,312,589	1,682,903		2,629,686	4,430,688	118,099	2.7%
Ambulance Fees	2,544,706	4,000,000	1,243,233		2,756,767	2,800,000	(1,200,000)	-30.0%
Planning/Land Use Fees	399,614	284,550	182,478		102,073	915,173	630,623	221.6%
Recreation Fees	445,143	456,720	176,236		280,484	415,037	(41,683)	-9.1%
Reimbursed Expenditures	5,032,074	4,861,572	75,596		4,785,976	5,522,170	660,598	13.6%
Other Fees/Services	272,994	259,276	104,396		154,880	536,832	277,556	107.1%
Fines & Forfeitures	241,812	508,956	107,174		401,782	273,314	(235,642)	-46.3%
Miscellaneous Revenues	220,764	184,547	204,205		(19,658)	71,590	(112,957)	-61.2%
Interest on Investments	33,994	394,659	-		394,659	80,964	(313,695)	-79.5%
Intergovernmental/Other Grants	830,182	548,196	312,756		235,440	522,196	(26,000)	-4.7%
Transfers In	1,658,068	856,616	418,939		437,677	1,979,908	1,123,292	131.1%
<b>Subtotal - Revenues</b>	<b>94,615,334</b>	<b>95,869,859</b>	<b>30,325,336</b>		<b>65,544,522</b>	<b>104,910,462</b>	<b>9,040,603</b>	<b>9.4%</b>
<b>TOTAL RESOURCES</b>	<b>100,694,971</b>	<b>103,554,079</b>	<b>38,009,556</b>		<b>65,544,522</b>	<b>112,082,622</b>	<b>8,528,543</b>	<b>8.2%</b>
<i>Expenditures :</i>								
Community Services Department:								
-Administration Division	1,156,530	1,306,258	226,881	63,743	1,015,634	1,238,196	(68,062)	-5.2%
-Library Division	3,749,766	3,762,411	1,618,005	231,704	1,912,702	4,074,263	311,852	8.3%
-Senior Services Division	2,662,950	2,865,363	1,364,564	-	1,500,799	2,846,765	(18,598)	-0.6%
-Youth & Family Division	521,614	625,365	216,349	8,622	400,394	740,916	115,551	18.5%
Finance Department	5,792,505	5,267,534	1,805,515	283,696	3,178,323	5,601,020	333,486	6.3%
Fire Department	19,826,058	20,209,078	8,800,548	151,679	11,256,851	20,995,646	786,568	3.9%
General Government	8,544,266	9,681,585	3,388,799	909,972	5,382,813	10,068,720	387,135	4.0%
Human Resources Department	1,444,277	1,650,137	506,988	168,738	974,411	3,671,121	2,020,984	122.5%
Information Technology and Telecommunications Department	-	-	24,112	31,952	(56,064)	-		
Parks & Recreation Department	10,165,790	9,436,351	4,297,841	407,430	4,731,081	10,287,906	851,555	9.0%
Planning & Land Use	5,339,159	5,272,438	2,038,880	92,926	3,140,632	6,651,068	1,378,630	26.1%
Police Department	24,087,914	25,521,288	10,482,015	1,140,644	13,898,629	24,680,121	(841,167)	-3.3%
Environmental Services / Graffiti	313,335	281,204	132,349	10,988	137,867	286,886	5,682	2.0%
Public Works Department:								
-Administration Division	404,658	223,039	89,068	-	133,971	515,986	292,947	131.3%
-Airport Division (GF Subsidy)	105,544	83,839	41,919	-	41,920	-	(83,839)	-100.0%
-Engineering Division	2,877,642	3,202,116	1,104,088	729,940	1,368,088	3,131,542	(70,574)	-2.2%
-Facilities Maintenance Division	4,020,724	3,964,635	1,455,233	227,072	2,282,330	4,352,663	388,028	9.8%
-Streets & Drainage Division	1,998,020	3,029,278	835,203	112,424	2,081,651	3,215,010	185,732	6.13%
<b>TOTAL EXPENDITURES</b>	<b>93,010,751</b>	<b>96,381,919</b>	<b>38,428,356</b>	<b>4,571,530</b>	<b>53,382,033</b>	<b>102,357,829</b>	<b>5,975,910</b>	<b>6.20%</b>
<b>ENDING BALANCE</b>	<b>7,684,220</b>	<b>7,172,160</b>	<b>(418,800)</b>			<b>9,724,793</b>	<b>2,552,633</b>	<b>35.59%</b>
Contingency						60,250		
City Council-Mandated Minimum General Fund Balance*	8,834,715	9,188,498				9,664,544		

\*Minimum balance defined as 1/10 (10%) budgeted annual General Fund expenditures excluding transfers

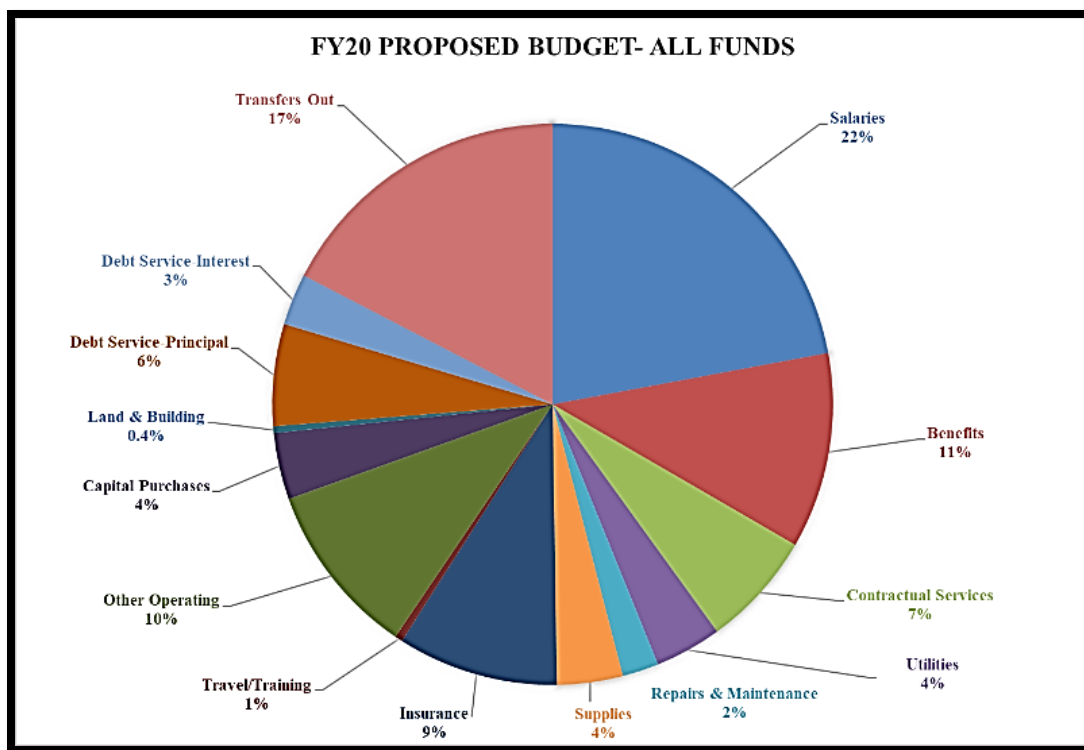




## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### ALL FUNDS SUMMARY

Total projected revenue in All Funds for FY20 is \$377.4 million, while expenditures in All Funds total \$368.5 million. The All Funds surplus is largely driven by Water revenues outpacing expenditures. With projected revenues to exceed the budgeted expenditures by \$9.7 million, the City is able to build fund reserves across funds. On the expenditure side, the FY20 All Funds budget reflects a decrease of \$32.6 million or 8.9 percent over the FY19 budget driven by decrease in the land and buildings, benefits, contractual services, and inter-fund transfer categories.





# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## CITY OF SANTA FE ALL FUNDS - EXPENDITURES BY DEPARTMENT FY 2015/16 THROUGH FY 2019/20

DEPARTMENT	ACTUAL EXPENSES FY 2015/16	ACTUAL EXPENSES FY 2016/17	ACTUAL EXPENSES FY 2017/18	FY 2018/19 MIDYEAR BUDGET	RECOMMENDED BUDGET FY 2019/20	AMOUNT CHANGE 18/19-19/20	PERCENT CHANGE 18/19-19/20
Community Services	15,723,408	14,745,976	15,853,494	17,478,494	17,749,021	270,527	1.5%
Finance	11,142,154	20,522,287	16,609,726	13,178,404	13,316,368	137,964	1.0%
Fire Department	20,174,085	19,596,364	20,544,070	23,379,222	24,112,884	733,662	3.0%
General Government	12,148,800	11,553,778	14,650,286	15,861,237	15,365,153	(496,084)	-3.2%
Human Resources	23,119,046	24,824,287	25,284,677	26,181,230	30,479,124	4,297,894	14.1%
Information Tech. & Telecom.	4,707,674	5,365,850	9,012,412	9,876,537	13,566,834	3,690,297	27.2%
Parks & Recreation	15,150,974	17,018,768	17,558,484	17,488,303	18,508,199	1,019,896	5.5%
Planning & Land Use	4,446,092	4,706,042	5,648,632	5,684,828	7,050,734	1,365,906	19.4%
Police Department	27,757,095	26,110,581	27,838,604	29,301,487	27,678,437	(1,623,050)	-5.9%
Public Utilities	226,021,206	81,689,561	69,473,630	81,369,910	69,098,424	(12,271,486)	-17.8%
Public Works	37,287,457	40,563,117	37,339,556	45,331,058	47,547,303	2,216,245	4.7%
TOURISM Santa Fe	12,552,902	15,958,201	11,097,114	10,959,329	12,708,574	1,749,245	13.8%
<i>Non-Departmental</i>	<i>63,116,225</i>	<i>113,599,734</i>	<i>79,316,836</i>	<i>105,063,624</i>	<i>71,342,547</i>	<i>(33,721,077)</i>	<i>-47.3%</i>
<b>TOTAL EXPENDITURES</b>	<b>473,347,118</b>	<b>396,254,545</b>	<b>350,227,521</b>	<b>401,153,663</b>	<b>368,523,602</b>	<b>(32,630,061)</b>	<b>-8.9%</b>



# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## CITY OF SANTA FE ALL FUNDS - REVENUES BY CATEGORY FY 2015/16 THROUGH FY 2019/20

CATEGORY	ACTUAL REVENUE FY 2015/16	ACTUAL REVENUE FY 2016/17	ACTUAL REVENUE FY 2017/18	FY 2018/19 MIDYEAR* BUDGET	RECOMMENDED BUDGET** FY 2019/20	AMOUNT CHANGE 18/19-19/20	PERCENT CHANGE 18/19-19/20
<u>Local/State-Shared Taxes:</u>							
-Gross Receipts Tax	101,173,715	103,147,009	110,811,262	105,633,024	112,104,293	6,471,269	6.1%
-Property Tax	10,531,692	11,287,434	11,392,416	10,128,419	13,173,548	3,045,129	30.1%
-Franchise Tax	3,669,517	4,104,877	4,397,467	4,625,575	5,312,033	686,458	14.8%
-Lodgers' Tax	9,743,758	10,809,464	11,530,595	11,300,000	12,800,423	1,500,423	13.3%
-Gasoline Tax	1,276,598	1,548,162	1,445,498	1,445,000	1,589,326	144,326	10.0%
-Other Taxes	469,285	563,826	562,889	550,605	602,960	52,355	9.5%
<i>Subtotal - Taxes</i>	<i>126,864,565</i>	<i>131,460,771</i>	<i>140,140,127</i>	<i>133,682,623</i>	<i>145,582,583</i>	<i>11,899,960</i>	<i>8.9%</i>
<u>Licenses &amp; Permits:</u>							
-Business Licenses	346,079	459,805	411,426	450,489	427,473	(23,016)	-5.1%
-Building/Zoning Permits	2,174,802	2,844,223	3,494,817	3,614,899	3,620,000	5,101	0.1%
-Other Licenses & Permits	271,861	266,401	319,401	268,001	428,709	160,708	60.0%
<i>Subtotal - Licenses &amp; Permits</i>	<i>2,792,742</i>	<i>3,570,429</i>	<i>4,225,644</i>	<i>4,333,389</i>	<i>4,476,182</i>	<i>142,793</i>	<i>3.3%</i>
<u>Fees &amp; Service Charges:</u>							
-Airport Fees	1,370,774	1,263,842	1,937,650	1,457,780	2,311,228	853,448	58.5%
-Ambulance Fees	3,684,148	4,209,915	2,544,706	4,000,000	2,800,000	(1,200,000)	-30.0%
-Civic Center Fees	424,590	392,378	789,730	438,000	820,277	382,277	87.3%
-Housing Fees	206,136	259,311	611,540	400,000	635,000	235,000	58.8%
-Impact Fees	1,011,097	1,104,380	1,621,261	1,424,126	1,700,000	275,874	19.4%
-Insurance Premiums	28,274,746	28,033,614	28,182,348	29,450,216	30,557,104	1,106,888	3.8%
-Meals Fees	50,015	53,674	52,096	-	56,331	56,331	-100.0%
-Parking Fees	3,992,840	4,710,913	4,833,610	4,689,416	5,183,963	494,547	10.5%
-Planning/Land Use Fees	276,552	328,003	399,614	284,550	915,173	630,623	221.6%
-Police/Court Fees	955,761	824,183	1,251,605	602,144	649,889	47,745	7.9%
-Public Transportation Fees	378,434	376,896	358,140	370,000	390,052	20,052	5.4%
-Recreation Fees	3,316,566	3,417,599	3,328,686	3,270,324	3,518,518	248,194	7.6%
-Solid Waste Fees	18,440,996	20,910,384	20,040,359	19,742,282	21,145,892	1,403,610	7.1%
-Wastewater Fees	12,267,468	12,254,426	13,197,506	11,654,000	13,814,227	2,160,227	18.5%
-Water Fees	35,528,446	34,606,175	38,154,026	35,002,724	40,063,377	5,060,653	14.5%
-Reimbursed Expenses	13,468,620	14,656,423	21,524,109	17,803,168	18,233,417	430,249	2.4%
-Other Fees/Services	11,069,702	6,111,707	1,461,035	2,329,101	1,567,173	(761,928)	-32.7%
<i>Subtotal - Fees &amp; Services</i>	<i>134,716,890</i>	<i>133,513,821</i>	<i>140,288,022</i>	<i>132,917,831</i>	<i>144,361,621</i>	<i>11,443,790</i>	<i>8.6%</i>
<u>Fines &amp; Forfeitures:</u>							
-Parking Fines	645,557	424,250	684,963	649,170	649,170	-	0.0%
-Violations Fines	262,435	225,831	265,339	215,838	125,617	(90,221)	-41.8%
-Other Fines & Forfeitures	453,282	374,982	317,838	547,326	360,468	(186,858)	-34.1%
<i>Subtotal - Fines &amp; Forfeitures</i>	<i>1,361,274</i>	<i>1,025,062</i>	<i>1,268,140</i>	<i>1,412,334</i>	<i>1,135,255</i>	<i>(277,079)</i>	<i>-19.6%</i>
<u>Rents/Royalties/Concessions:</u>							
-Airport Rentals	270,292	203,686	111,377	118,345	116,025	(2,320)	-2.0%
-Equipment Rentals	42,941	37,677	39,110	51,000	41,365	(9,635)	-18.9%
-Parks & Recreation - Rentals	239,074	267,153	262,494	252,200	282,673	30,473	12.1%
-Other Rentals	2,975,541	2,068,816	2,481,519	1,207,269	998,633	(208,636)	-17.3%
<i>Subtotal - Rents/Royalties</i>	<i>3,527,847</i>	<i>2,577,332</i>	<i>2,894,500</i>	<i>1,628,814</i>	<i>1,438,696</i>	<i>(190,118)</i>	<i>-11.7%</i>
<u>Miscellaneous Revenues:</u>							
-Bond Proceeds	36,665,000	2,498,397	10,290,000	20,000,000	-	(20,000,000)	-100.0%
-Insurance Recoveries	23,839	28,884	12,016	30,000	20,000	(10,000)	-33.3%
-Sales Revenue	601,790	546,210	598,650	382,925	306,221	(76,704)	-20.0%
-Other Misc. Revenue	8,400,492	2,580,249	4,785,778	4,174,533	2,196,602	(1,977,931)	-47.4%
<i>Subtotal - Miscellaneous</i>	<i>45,691,121</i>	<i>5,653,740</i>	<i>15,686,443</i>	<i>24,587,458</i>	<i>2,522,823</i>	<i>(22,064,635)</i>	<i>-89.7%</i>
<u>Intergovernmental Grants:</u>							
-State Grants	4,261,889	3,632,140	4,110,059	6,202,561	5,237,179	(965,382)	-15.6%
-Federal Grants	5,009,046	2,958,892	3,136,174	4,348,988	4,196,940	(152,048)	-3.5%
-SF County Grants	84,251	72,709	61,107	2,310,712	80,244	(2,230,468)	-96.5%
-Other Grants	52,526	12,603	10,643	6,638,618	-	(6,638,618)	-100.0%
<i>Subtotal - Intergovernmental</i>	<i>9,407,712</i>	<i>6,676,344</i>	<i>7,317,982</i>	<i>19,500,879</i>	<i>9,514,363</i>	<i>(9,986,516)</i>	<i>-51.2%</i>
Interest on Investments	865,539	1,535,478	2,395,355	4,545,663	2,828,261	(1,717,402)	-37.8%
Transfers In	138,525,160	68,186,558	64,239,933	62,576,419	65,523,152	2,946,733	4.7%
<b>TOTAL REVENUES</b>	<b>463,752,851</b>	<b>354,199,535</b>	<b>378,456,148</b>	<b>385,185,410</b>	<b>377,382,936</b>	<b>(7,802,474)</b>	<b>-2.0%</b>

\*Midyear Budget \*\*Recommended Budget



# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## CITY OF SANTA FE ALL FUNDS - EXPENDITURES BY CATEGORY FY 2015/16 THROUGH FY 2019/20

CATEGORY	ACTUAL EXPENSES FY 2015/16	ACTUAL EXPENSES FY 2016/17	ACTUAL EXPENSES FY 2017/18	FY 2018/19 MIDYEAR* BUDGET	RECOMMENDED BUDGET** FY 2019/20	AMOUNT CHANGE 18/19-19/20	PERCENT CHANGE 18/19-19/20
<u>Personnel Services:</u>							
-Salaries	70,862,325	72,006,671	77,579,341	77,197,477	80,396,516	3,199,039	4.0%
-Benefits	36,980,699	50,343,312	32,573,189	43,057,630	41,134,650	(1,922,980)	-4.7%
<i>Subtotal - Personnel Services</i>	<i>107,843,023</i>	<i>122,349,983</i>	<i>110,152,530</i>	<i>120,255,107</i>	<i>121,531,166</i>	<i>1,276,059</i>	<i>3.4%</i>
<u>Operating Expenses:</u>							
-Contractual Services	25,044,549	21,205,991	19,219,255	32,109,803	24,296,696	(7,813,107)	-32.2%
-Utilities	10,724,395	11,830,262	13,088,635	14,139,224	14,010,891	(128,333)	-0.9%
-Repairs & Maintenance	4,667,769	4,867,518	5,875,539	8,490,435	7,657,314	(833,121)	-10.9%
-Supplies	8,587,995	9,076,346	10,939,388	13,731,972	13,826,684	94,712	0.7%
-Insurance	28,351,858	30,843,677	30,721,981	32,627,534	33,782,577	1,155,043	3.4%
-Travel/Training	792,428	825,449	1,009,738	1,723,687	1,612,351	(111,336)	-6.9%
-Other Operating Costs	19,859,661	24,882,945	30,949,827	35,149,476	36,635,358	1,485,882	4.1%
<i>Subtotal - Operating Expenses</i>	<i>98,028,655</i>	<i>103,532,189</i>	<i>111,804,363</i>	<i>137,972,131</i>	<i>131,821,871</i>	<i>(6,150,260)</i>	<i>8.1%</i>
<u>Capital Outlay:</u>							
-Capital Purchases	8,978,840	6,934,547	7,358,727	14,483,980	13,993,651	(490,329)	-3.5%
-Land & Building	4,638,576	1,168,365	4,048,005	6,780,254	1,414,415	(5,365,839)	-379.4%
<i>Subtotal - Capital Outlay</i>	<i>13,617,416</i>	<i>8,102,912</i>	<i>11,406,731</i>	<i>21,264,234</i>	<i>15,408,066</i>	<i>(5,856,168)</i>	<i>14.8%</i>
<u>Debt Service:</u>							
-Principal	105,075,012	65,144,245	19,376,742	20,097,066	21,406,207	1,309,141	6.1%
-Interest	15,440,962	15,937,949	10,421,421	10,193,085	10,833,140	640,055	5.9%
<i>Subtotal - Debt Service</i>	<i>120,515,974</i>	<i>81,082,193</i>	<i>29,798,163</i>	<i>30,290,151</i>	<i>32,239,347</i>	<i>1,949,196</i>	<i>-22.0%</i>
Transfers Out	133,342,050	81,187,268	87,065,734	91,372,040	67,523,152	(23,848,888)	-35.3%
<b>TOTAL EXPENDITURES</b>	<b>473,347,118</b>	<b>396,254,545</b>	<b>350,227,521</b>	<b>401,153,663</b>	<b>368,523,602</b>	<b>(32,630,061)</b>	<b>-8.9%</b>





## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

### **OTHER FUNDS**

**SPECIAL REVENUE FUNDS:** Special Revenue Funds include most of the City's Federal, State and local/private grant funding, as well as appropriations funded by revenues dedicated to specific purposes, such as Impact Fees. The City is continuing to deal with the challenges of providing services and infrastructure in an age of reduced grant funding from all sources. Total budgeted revenue in the City's special revenue funds for FY20 is \$59 million, exceeding expenditures by \$769,404.

**CAPITAL IMPROVEMENT PROGRAM FUNDS (CIP):** Capital Improvement Program Funds (CIP) are largely comprised of the City's CIP Budget. Because of its multi-year nature, the CIP budget is separate from the City's Operating Budget; it has its own budgeting process and adoption timeline. Funding is mostly provided by the City's bonded debt, secured by pledged GRT and Property Tax revenues. Though the CIP represents the majority of this fund type, the CIP Funds category also includes the ½ percent GRT Income Fund [3102], which includes a large portion of the City's GRT-funded CIP debt. Total budgeted expense in 3102 for FY20 is \$22.9 million.

**DEBT SERVICE FUNDS:** Debt Service Funds account for most of the City's outstanding debt payments, including GRT Revenue Bonds and GO Bonds. In addition, payments to retire loans from the New Mexico Finance Authority (NMFA) are serviced in this category. As noted above, portions of the City's revenue streams (including GRT and Property Tax) are allocated to these funds for the assigned purpose of paying debt service. Total budgeted expenditures in the City's debt service funds for FY20 are \$14.4 million, not including Public Utilities or other Enterprise Funds.

**ENTERPRISE FUNDS:** Enterprise Funds include City operations and activities for which a fee is charged for services rendered. Enterprise funds are designed to highlight the extent to which fees cover the cost of operations. The largest entities within this category are classified as "major" enterprises, based on revenue and expenditures. The principal major enterprises include the City's Utilities (Water, Wastewater and Solid Waste); as such, utility service charges represent the largest share of revenues in this category. Only the Water funds are supported by fees. Other major enterprises include the Railyard and the Santa Fe Convention Center. "Non-major" enterprise entities include Parking Operations, the Municipal Recreation Sports Complex and Marty Sanchez Links de Santa Fe Golf Course, the Genoveva Chavez Community Center, the Santa Fe Airport, and the City's Transit Bus System. All other enterprise funds are subsidized by taxes. Total budgeted revenue for FY20, including tax subsidies, SWAMA and debt service in the City's enterprise funds, is \$125.7 million.

**INTERNAL SERVICE FUNDS:** Internal Service Funds include the City's benefits and self-insurance funds administered by the Human Resources Department and the Risk Management Division, respectively. Almost all of the revenues in the Internal Service Funds come from assessments to other City departments for their share of insurance claims, insurance premiums, and employee benefit expenses. In FY2018 the City added ITT and Fleet Maintenance to the Internal Service Funds as we transition to a full Internal Service Fund Cost Model. Total budgeted revenue for FY20 in the City's Internal Service Funds is \$44.7 million.

**TRUST AND AGENCY FUNDS:** Trust and Agency Funds support the City's Special Recreation League operations through dedicated league fees. These funds also include the non-departmental Buckman Direct Diversion (BDD) budget, which is jointly funded by the City and Santa Fe County. Total budgeted revenue for FY20 in the City's trust and agency funds is \$46 thousand. To date, BDD has not submitted its budget to the City.



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

### **V. EXPENDITURE HIGHLIGHTS**

**THE FY20 RECOMMENDED BUDGET INVESTS IN CREATING A FUTURE  
IN SANTA FE WHERE ALL PEOPLE CAN AFFORD TO LIVE,  
AND CAN ENJOY A QUALITY OF LIFE  
THAT IS BETTER THAN ANY OTHER CITY IN OUR COUNTRY.**

#### **Investing in Ending Veteran and Chronic Homelessness**

- Continuing the City's efforts to end veteran and chronic homelessness, the FY20 recommended budget includes an increase of \$195 thousand to support additional rental assistance requests for households who are determined to be precariously housed, or recently homeless or in danger of becoming homeless, including those with behavioral health issues, families with children, unaccompanied youth, and those in recovery.
- Additionally, through the Built for Zero initiative a cross-sector, coordinated outreach protocol is being developed among community partners to identify homeless people not in services and create an accurate by-name list to understand and manage "inflow" and "outflow" of people entering homelessness and getting housed.
- Adding staff capacity to the City's Affordable Housing Office to move forward with the vision of making neighborhoods livable, ending homelessness, and housing our workforce.
- Continuing the Code Blue Program, a City-wide initiative, with the Fire Department, Community Services and Emergency Management, to offer shelter and other services to Santa Fe's homeless population on our coldest nights.
- Adding staff capacity to provide navigation-based services within the Community Services Department to link individuals and families with essential community resources. Community Services vets around 320 referrals for community-based services annually, from transportation and CYFD referrals, to food issues, to clothing and utility needs. To leverage additional resources, the City is entering into an MOU with Santa Fe County, for supporting software to track referrals and outcomes.

#### **Investing in our Neighborhoods**

- Investing an additional \$1 million, to match the \$1.1 million provided by the State in capital outlay funding, for phase 1 of the Southside Teen Center.
- Investing an additional \$80 thousand for Streets operational supplies for snow removal, pothole patching, sidewalk and curb and gutter repairs, and dirt road maintenance.



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

- Additional funding to maintain and secure the Midtown Campus grounds and facilities to ensure successful redevelopment and reduce liability.
- Investing an additional \$300 thousand for Fire Code compliance after Fire Marshal Inspections.
- Transferring the business licensing functions from the Finance Department to the Office of Economic Development to streamline licensing processes and provide improved efficiencies for current business owners and future business expansions within Santa Fe.
- Adding staff capacity to the Asset Development office, and \$50 thousand to develop a property management plan for City-owned assets to facilitate the use and disposition of City assets to support a range of goals including affordable housing, improved public spaces, neighborhood and community development, better mobility and fulfilling the objectives of the Midtown Property redevelopment and Midtown LINC.
- Creating a Telecommunications Manager position to develop and execute City's broadband and cellular strategy that will provide expected quality of life and educational infrastructure so that children can do computer-based homework and projects and home business entrepreneurs can compete effectively.
- Adding a dedicated Project Administrator to ensure quality and timely completion of capital projects at the Airport including the terminal expansion, two runway rehabilitation projects, parking lot improvements, taxiway re-construction, and other federally funded projects on the FAA airport improvement list.

### **Investing our Parks and Recreation Centers**

- Santa Fe will invest in a rotation of small renovations to neighborhood parks to keep them safe and playable. This investment will allow the Parks and Recreation Department to top dress and level fields. This new investment builds on the City's commitment to improving parks maintenance and safety.
- Add additional capacity to plan special events on City-owned property throughout the City including parks and recreation centers and add Downtown Park Ranger positions to continue to facilitate friendly and helpful interactions with the City.
- Continuing to invest in upgrading our recreation center equipment with a \$48 thousand investment to replace a diving board and a \$25 thousand investment in a new shade structure for Bicentennial Pool.



## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

**THE FY20 RECOMMENDED BUDGET INVESTS IN A SUSTAINABLE CITY, WHERE RESIDENTS FEEL SAFE, AND CARE FOR THEIR ENVIRONMENT, AND THE WELL-BEING OF ALL OF THOSE WITHIN IT.**

### **Investing in Keeping People Safe**

- Adding a Safety Officer and investing \$100 thousand for an independent evaluation to identify and prioritize improvements citywide to ensure a safe work place for all City employees.
- Continuing the \$250 thousand investment in the Law Enforcement Assisted Diversion (LEAD) program, and adding three positions to manage the program which diverts individuals to a community-based, harm-reduction intervention for law violations (low-level and non-violent crime) driven by unmet behavioral health needs.
- Partnering with Southwest Care's Syringe Service Program to provide needle cleanup services. Through this initiative, the Fire Department gives businesses, residents and City departments a simple, direct way to arrange for free and safe collection of improperly disposed-of syringes and needles on public and private property.
- Continuing to develop the new EMS Division within the Fire Department, which represents a new commitment of resources to the emergency medical services work that makes up approximately 80 percent of the Department's calls for service. The EMS Division will provide clinical and operational oversight, quality management, logistical support, data collection and analysis, and other support services for EMS, and is the home of the Mobile Integrated Health Office, which focuses on health-related community risk reduction.
- Strengthening the career pipeline for the Police Department by adding \$20 thousand for a Police Explorer Program, which will allow teenagers to study policing, investigations, technology and the criminal justice system alongside members of the SFPD.
- Adding four more Patrol Safety Aides to supplement day-to-day operations by responding to non-emergency calls for service allowing for patrol officers to be available for emergency calls, focusing on community oriented policing initiatives, and adding additional proactive operations. In FY20 the Police Department will have a total of six Patrol Safety Aides.
- Increasing pay for our police officers and civilian staff so that salaries are more competitive with other communities in New Mexico.
- Investing \$210 thousand to increase the number of Mobile Video Trailers (MVT's) from four to eight, to deter crime in areas where these MVTs are deployed.





## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

- Adding \$15 thousand to increase electronic monitoring for low risk defendants, a less expensive alternative to incarceration which also allows defendants to continue to live and work in the community.
- Additional funding of \$20 thousand for the Municipal Court in FY20 to fund Pro-Tem Judges to work on the weekends as required by law.

### **Investing in an Eco-Friendly City**

- Adding a dedicated Project Administrator to manage the stormwater capital investment identified in the new Stormwater Management Plan, and to ensure we are making Santa Fe more resilient to climate change by protecting private property and public infrastructure.
- Funding to replace high-energy consumption and low efficiency lighting in parking facilities (\$130 thousand) and converting the Convention Center (\$290 thousand) to LED lighting.
- Investing \$450 thousand to convert four water-chilled units at the Convention Center to air-chilled refrigerant which will eliminate R22 freon which is to be phased out by the Clean Air Act in 2020 and reduce the annual water usage of the Convention Center.
- The Santa Fe Community Convention Center already earned its LEED (Leadership in Energy and Environmental Design) Gold Certification and the City will invest an additional \$250 thousand to improve the site sustainability, water efficiency, and energy efficiency.



## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### THE FY20 RECOMMENDED BUDGET INVESTS IN OPPORTUNITIES TO MODERNIZE GOVERNMENT, WHICH IMPROVE RESIDENTS' EXPERIENCES WITH GOVERNMENT OPERATIONS.

#### Investing in Modernizing our Government

- Investing \$100 thousand to initiate the first phase of a three-phase approach to updating the Land Use Code to reorganize, clarify, and simplify code language so that it is clear, concise, and easy to use.
- Creating 3 additional positions to assist in the planning and development of the City as a place for people to live, work, play, and thrive.
- Investing \$60 thousand to digitize mylar construction drawings, development plans, subdivision plats, and other documents currently stored in the basement of City Hall. The digitization will allow on-line access and reduce the time for the permitting process after the initial scanning is completed and all future documents are provided in digital format.
- Completing the implementation of the Tyler Energov and Munis Financials and Human Capital Management System with a \$3.1 million investment to replace antiquated Information Technology systems used by the Planning and Land Use, Human Resources and Finance Departments.
- Investing \$75 thousand to develop a new website to help residents easily navigate City services and communicate information in a proactive, not reactive way.
- Investing \$88 thousand in funding for software program to track requests under the Inspection of Public Records Act (IPRA) in order to be more responsive to the public's requests for access to information about governmental affairs.
- Implementing a \$70 thousand software program for required Airport airfield inspections and improved coordination and communication between the Emergency Operations Center and field responders, providing true real-time situational awareness.
- Investing in upgrading City technology and infrastructure including \$150 thousand for Network upgrades, \$100 thousand for telephony upgrades, and \$315 thousand for upgrades for Windows 10 transition.
- Investing \$65 thousand in GIS software for multi-departmental use for making maps and geographic information available throughout an organization, across a community, and openly on the Web.



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

### **VI. FY20 REVENUE AND ECONOMIC ANALYSIS**

The FY20 recommended budget includes \$374.0 million, a decrease of \$11.1 million or 3 percent, in All Funds revenue and \$102.9 million, a \$7.0 million or 6.8 percent, in General Fund revenue. The City's projected revenues provide the basis for planning the FY20 expenses to maintain a balanced budget. The City is expected to experience continued tax growth in FY20. Local sources continue to drive revenue growth in FY20, as the increase in tax receipts make up 87 percent and fees and services only makes up 5 percent of General Fund revenue growth over FY19.

Data suggests softening in the economy in future years, which may hamper continued trend of tax revenue growth. However, since many of the City's revenue sources are sensitive to economic conditions, the City takes a cautious approach when estimating receipts.

The following provides a brief summary of revenues received by the City of Santa Fe over the course of the fiscal year. Revenue projections are estimates and should be viewed as such. Calculations are based upon historical information, which guide projections, while forward-looking variables and indicators may be subject to changes due to economic shifts on national, State and local levels.

#### **National Economy**

The national economy presents variables which influence activity in New Mexico and the City of Santa Fe. The national real gross domestic product (GDP) growth has reflected the imposition of federal tax cut stimulus over the last 18 months. GDP is projected to slow over the course of the next two years due in large part to the impact of increased import tariffs and the tapering effects of tax cuts. Increased sanctions and tariffs traditionally contribute to an increase in cost of living; particularly in stagnant wage growth environments and lowered job expansion.

Restrictive monetary policy in tandem with demographic shifts impacting labor supply nationally tend to detract from growth environments. Inflation corresponds in a similar manner as increased interest rates lead to inflation creep. The Federal Reserve Bank has stated that more than likely they will not implement further interest rate hikes during 2019. All of these indicators point toward an economic slow-down.

A slow-down in the economy may be observed in a broad based loss of consumer confidence, combined with stagnant wage growth, high lending patterns among consumers despite Fed action, depressed housing starts, and a decline in employment levels.



## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### National Real GDP

FY17	FY18	FY19	FY20	FY21	FY22	FY23
2.10%	2.80%	2.60%	2.05%	1.65%	1.65%	1.65%

### National Inflation Rate - CPI-U (annual avg., %YoY)

FY17	FY18	FY19	FY20	FY21	FY22	FY23
2.10%	2.20%	2.00%	2.40%	2.40%	2.50%	2.20%

### CPI (Consumer Price Index)

FY17	FY18	FY19	FY20	FY21	FY22	FY23
2.10%	2.20%	2.00%	2.20%	2.20%	2.40%	2.40%

(Wall Street Journal Economists Survey, US Bureau of Labor Statistics)

## New Mexico Economic Indicators

Upon review of the various economic indicators and projections provided by a number of estimating entities, there appears to be an overall economic softening that will occur in FY21-22. The slowing of growth and waning optimism will become more apparent across the State with the expectation that the impact of tax cuts, in tandem with inflation growth, along with high lending standards will cause a pullback in economic activity.

### NM Employment Growth (%)

FY18	FY19	FY20	FY21	FY22	FY23
1.00%	1.30%	1.30%	1.20%	1.20%	1.10%

### NM Personal Income Growth (%)

FY18	FY19	FY20	FY21	FY22	FY23
2.50%	3.00%	4.10%	4.00%	4.30%	4.10%

### NM Total Wages and Salary Growth (%)

FY18	FY19	FY20	FY21	FY22	FY23
3.40%	3.60%	4.60%	4.40%	4.10%	3.90%

### NM Real Gross State Product(% YoY)

FY18	FY19	FY20	FY21	FY22	FY23
0.90%	2.70%	1.90%	1.50%	1.40%	1.30%

(Source: BEA, BLS, DWS)



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

The New Mexico Department of Workforce Solutions reported in February that the State's civilian labor force (including employed and unemployed) reached 952,002 during the month. This is the highest level in New Mexico's history. Employed persons were reported at 903,255 in February 2019, an increase of 16,416 over the year. Unemployed persons were reported at an increase of 1,189 from February 2018.

NM has seen a strong uptick in healthcare sector employment across the State. Additionally, the rebound of oil pricing and drilling activity in the Permian Basin in the southeastern corner of the State, has contributed heavily to an influx of tax revenue, employment and wage growth for NM overall. Continued activity from the film industry sector, tax incentives/credits (i.e.: LEDA, TIDDs, etc.) and tourism promotional efforts have accelerated growth throughout various other industry sectors around the State. Lifestyle decisions are strongly influenced by New Mexico marketing, leading to a surge in second home/retirement residences acquired by people from outside the State. Warehousing and transportation industries along the border have benefitted from increased trade activity with Mexico, given the imposition of additional trade tariffs against China. Job growth has been healthy, but not robust as seen in other states with large metropolitan areas. Enhanced tax credit legislation enacted during the Obama administration has contributed to growth in various states and municipalities, boosting growth activity. An aging population that requires healthcare support and federal assistance along with younger demographic that leaves the State for education/employment purposes rather than pursuing these activities within New Mexico, contribute heavily to lower GRT, lower educated workforce, and a lower level of investment by industries interested in relocating to New Mexico.

### **Santa Fe's Employment and Labor Force**

Employment is a strong economic indicator of the health of an economy. Nationally, total unemployment reached a peak of 9.9 percent in 2009, falling to 5.0 percent in FY16 and continuing to decline to 3.8 percent through FY19. It is forecasted to decline further to 3.7 percent in FY20, then climbing slightly in the out years to 4.3 percent in FY23. Primary drivers include weak wage growth and an increase in productivity limiting the cost of employment, in turn, limiting the pressure on costs.

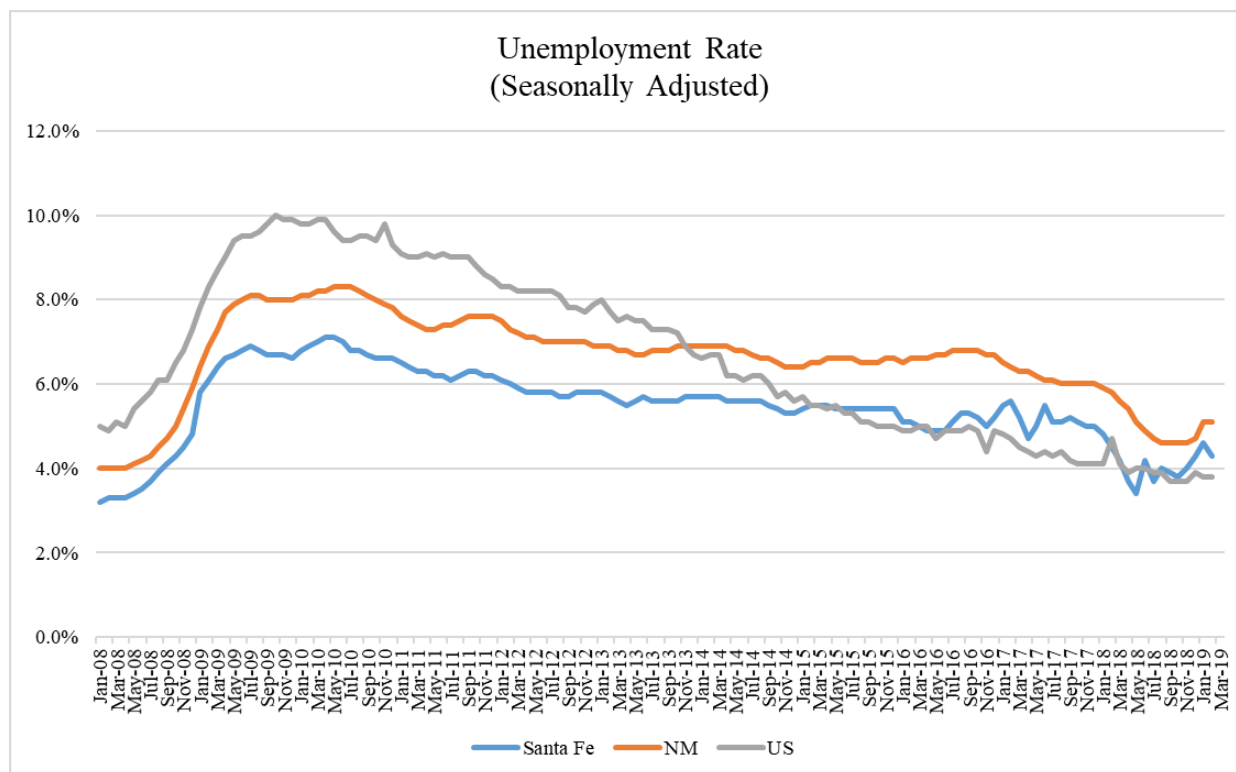
The Santa Fe MSA (metropolitan statistical area), which includes the City and part of the county, has reported some growth in certain sectors, yet remains behind historical levels achieved during 2006-2007. In February, the New Mexico Department of Workforce Solutions (DWS) reported total employment was 63,000. Total employment was primarily comprised of: Government jobs at 16,600 (26.3 percent of total workforce), Education and Health Services at 11,300 (18 percent), Leisure and Hospitality at 10,800 (17 percent) and Trade, Transportation and Utilities at 9,700 (15 percent). The remaining 24 percent of the total workforce included jobs in Professional and Business Services, Mining and Construction, Manufacturing, Information, Financial Activities, Professional and Business Services and Other Services sectors. The total non-seasonally adjusted, total nonfarm employment in Santa Fe grew approximately 1.0 percent.

Santa Fe private sector employment levels increased 1.1 percent while public sector employment was up 0.6 percent. The strongest gains were observed in leisure and hospitality, education and health services. Losses were reported in the mining and construction sectors during the month in



## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

Santa Fe. The seasonally adjusted unemployment rate for Santa Fe was 4.3 percent in February 2019, down slightly from 4.4 percent in February 2018. Private sector average weekly wages for Santa Fe county were reported by DWS at \$763, while Bernalillo reported \$847, Sandoval reported \$731 and Los Alamos reported \$1,797. The lowest weekly wages were reported in Catron county at \$413 and Hidalgo county at \$461.



(Source: New Mexico Department of Workforce Solutions)

Unemployment is defined by the Bureau of Labor Statistics (BLS) as persons who are actively searching for employment but are unable to find work. Unemployment levels increase when the economy slows down and businesses are forced to lower costs, often observed in the reduction of payroll expenses. An indicator of economic health, unemployment levels are heavily influenced by central banks and businesses. When the unemployment rate begins to increase, fiscal policy is used to stimulate the economy in an attempt to improve job growth. Long term, elevated unemployment levels have historically contributed to recession probability.

### National Unemployment:

FY17	FY18	FY19	FY20	FY21	FY22	FY23
4.40%	3.90%	3.70%	3.70%	4.00%	4.20%	4.40%

(Source: Wall Street Journal Economists Survey, US Bureau of Labor Statistics)





## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### Largest Employers in Santa Fe

The labor force within Santa Fe is employed in large part by government, hospitality services, arts and entertainment and healthcare. These sectors are in line with businesses reported by TRD generating GRT within the City. The following table provides a listing of the largest employers for Santa Fe:

<b><u>City of Santa Fe - Ten Largest Employers</u></b>	
<b><u>Private Business</u></b>	<b><u>Type of Business</u></b>
Christus St. Vincent Regional Medical Center	Healthcare
Santa Fe Community College	School
Santa Fe Opera	Arts and Entertainment
WalMart	Retail
Peters Corporation	Investments and Development
Albertson's/Market Street	Retail
Santa Fe Ski Company	Recreation
Presbyterian Santa Fe Medical Center	Healthcare
Eldorado Hotel and Spa	Hospitality
La Fonda Hotel	Hospitality
<b><u>Public Business</u></b>	<b><u>Type of Business</u></b>
State of New Mexico	Government
Los Alamos National Laboratory	Government Partnership
Federal Government	Government
Santa Fe Public Schools	Public School District
City of Santa Fe	Government
Santa Fe County	Government

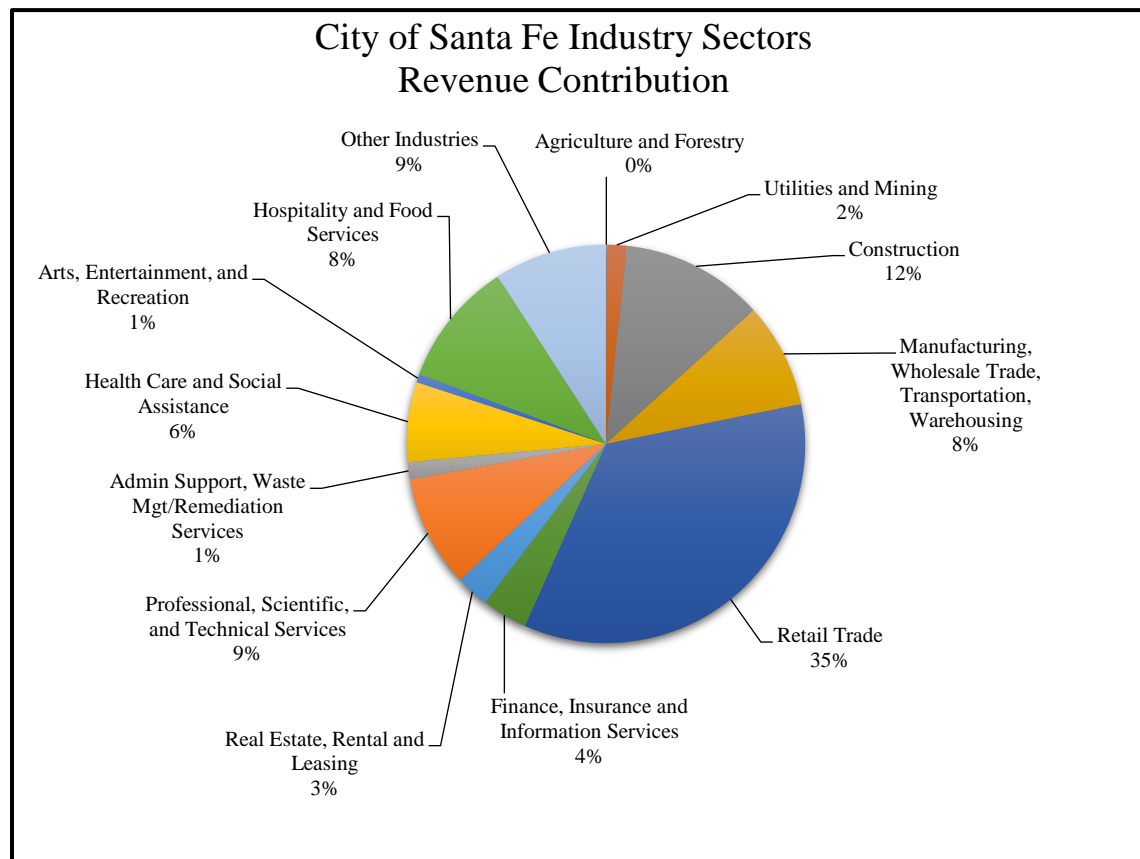
(Source: Santa Fe Chamber of Commerce)



## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### Santa Fe Economic Sectors and Revenue Generation

The revenue generated by businesses in Santa Fe is indicative of the primary drivers of the revenue generation for the City of Santa Fe. Retail trade, construction and professional, scientific and technical services are the largest sources of revenue generation. Strong tourism activities, steady construction activity along with professional services provide over 50 percent of the revenue. Hospitality and food services, manufacturing, wholesale trade, transportation and warehousing along with health care and social assistance provide continued receipts.



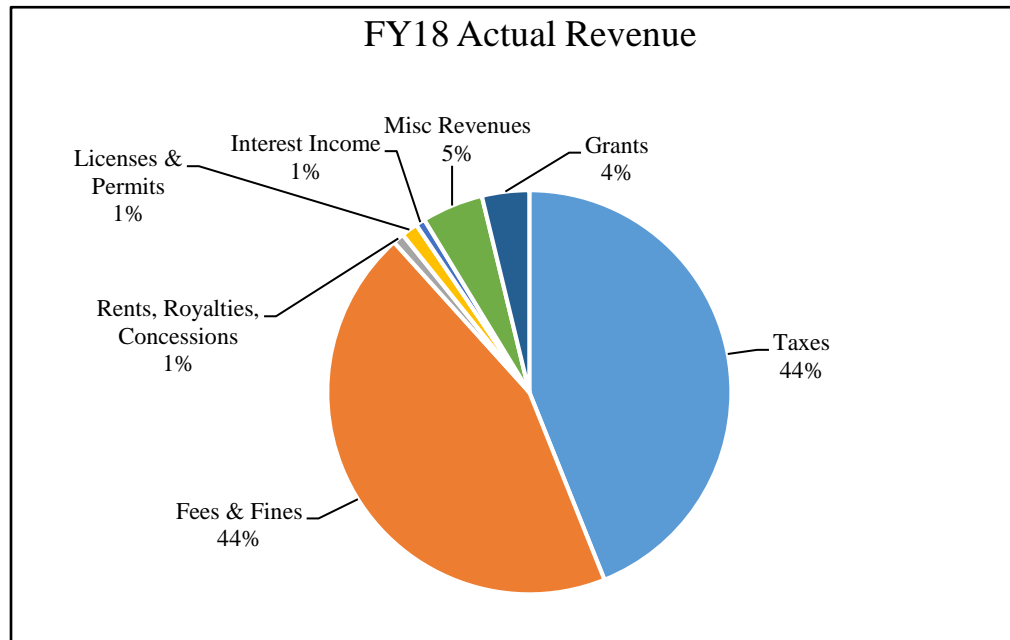
(Source: New Mexico Taxation and Revenue Department)



## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### Recurring Revenues

Recurring revenue received by the City is categorized as cyclical revenue, typically received monthly, quarterly or annually from funding sources and is reasonably expected to be available for spending in following years. This revenue is predictable and historically stable. Most recurring revenue is received from the collection of taxes. Recurring revenue is used for personnel, operational or maintenance costs and expenditures.



(Source: New Mexico Taxation and Revenue Department)

### Tax Revenue

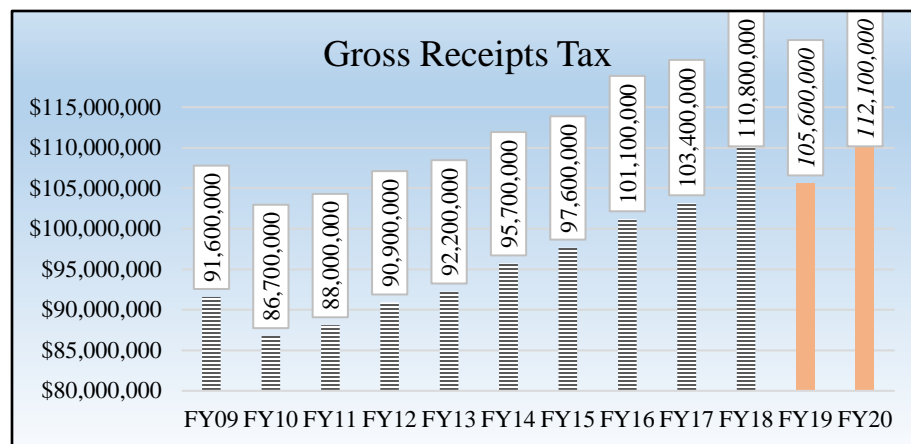
Revenue generated from gross receipts tax, property tax, franchise fees, lodger's tax and gasoline tax comprise the largest portion of collections. Revenue forecasting and subsequent estimation for these sources are done by employing regression analyses and time-series models and analyses as well as modeling trend and historical collections, as determined by specific revenue sources and availability of data. The bulk of the revenue received by the City is divided between taxes and fees and fines at 44 percent each. The remainder of the revenues come from grants, rents, royalties and concessions, licenses and permits, interest income from investments and miscellaneous revenues.



## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### Gross Receipts Tax

Gross receipts tax (GRT) is the primary source of revenue for the City of Santa Fe. Steady and consistent growth has been observed in the historical distributions of receipts from the State of New Mexico Department of Taxation and Revenue. GRT has historically reported results from tourism activity within the City. Arts, entertainment and hospitality services contribute heavily to the overall collections. As continued economic growth has occurred nationally since the economic crash and subsequent recession in 2008/2009, disposable income and tourism have recovered as well. The five year average trend projection for GRT presents an increase in receipts, with an average historical growth rate of 3.17 percent. FY17 and FY18 GRT received were \$103.4 million and \$110.8 million respectively. FY18 received an anomalous \$3 million due to NM TRD payment processing delays, which elevated the receipts. The FY19 budget includes \$105.6 million in GRT revenue, but actual receipts are expected to exceed budgeted levels. FY20 budget is \$112.1 million.



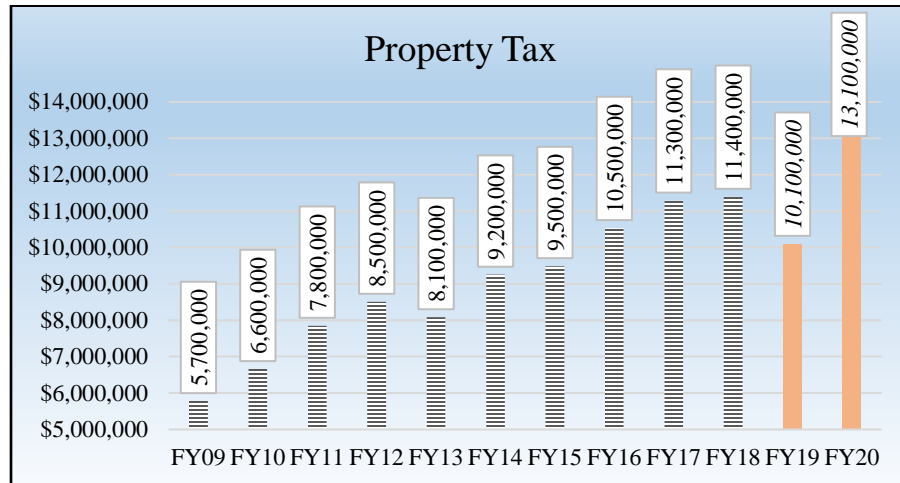
(Source: City of Santa Fe Finance Department)

### Property Tax

Property tax is generated primarily from the sales of homes and property within the City of Santa Fe. The City received \$11.3 million and \$11.4 million in FY17 and FY18 respectively. Property tax revenue is estimated to continue on its upward trend. Property tax revenue is budgeted for \$10.1 million in FY19 and \$13.1 million in FY20. Over the last three fiscal years, property tax receipts have increased nearly 20 percent. The record level home sales observed during this time period have garnered strong receipt growth as a result. Forecasts based upon historical activity present a continued, strong upswing in property tax activity, if continued economic indicators hold steady and the momentous wave of second homeowners and retirees along with boomerang demographics find Santa Fe as their new home.



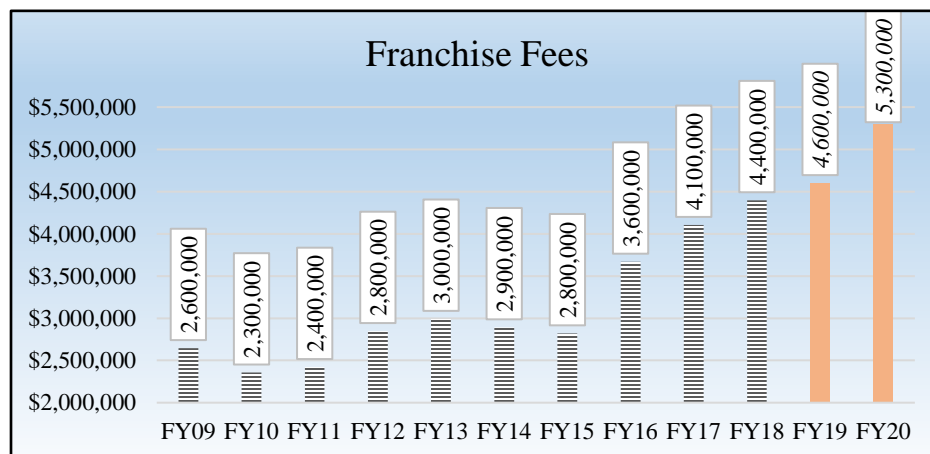
## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET



(Source: City of Santa Fe Finance Department)

### Franchise Fees

Franchise fees are collected for services provided within the City. Typically, franchise fees are collected from electric services, natural gas, cable, telecom and telephone service providers. Franchise fees have also observed an upswing over the fiscal years 16-18. Prior to this period, franchise fees were steady, averaging \$2.7 million annually. This recent movement may be attributed in large part to a broadened subscriber base for internet and cell phone services as well as renegotiated State and municipality rates. Overall, franchise fees are projected to increase given various economic indicators including wage growth, population inflow, increased levels of connectivity, housing developments, business expansion and infrastructure improvements.



(Source: City of Santa Fe Finance Department)

The PNM Franchise Fee agreement with the City of Santa Fe has not been updated since it was passed in 1974. The agreement expired in 1999, but has continued as an implied contract since then. The FY20 recommended budget includes an increase of one percent for the PNM franchise fees, from the current rate of two percent to three percent, which will generate an additional \$700



## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

thousand in the General Fund. Estimates for future distributions may also be impacted depending upon the permitting and development efforts within the City over future periods. The new fee will become effective 30 days after the Governing Body approves the new franchise fee agreement with PNM. PNM collects the franchise fee for electricity services provided to its customers and remits payment to the City annually. PNM has stated that the cities of Albuquerque and Rio Rancho currently have franchise fee agreements in place with terms similar to those considered by the City of Santa Fe. The rate increase would impact PNM's customers receiving services within Santa Fe; moving from two cents to by three cents for each dollar. It would represent an increase from \$1 on a monthly \$50 electric bill, to \$1.50.

Current Franchise Fees - Electricity	
City	Rate
Albuquerque	2%
Rio Rancho	3%
Las Cruces	2%
Santa Fe	2%
Farmington	3%
Roswell	3%

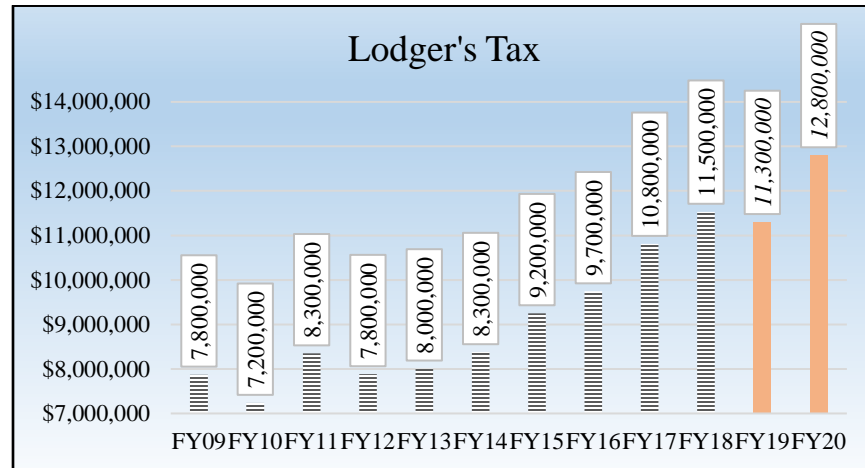
### Lodger's Tax

Lodger's tax, revenue which is generated through short term rentals and hotel occupancy throughout the City, has seen a steady climb, averaging 7.5 percent each year, since the inception of the program. The increased interest of rental owners pursuing opportunities to fill vacant rental units and the rise of online rental reservation platforms have supported the surge in accessible lodging throughout the City. This movement may be observed in the increase of lodger's tax revenue in FY16 onward. Revenues received from lodger's tax in FY18 totaled \$11.5 million. Currently, FY19 through January 2019, the City has received \$8.9 million, nearly \$1 million more than the same period last year. FY18 reached the revenues collections' highest levels, while FY19 is currently on track to outperform the previous fiscal year as may be observed historically for the last five fiscal years. Continued marketing efforts to promote the City to national and international travelers as well as a healthy economy have buoyed the inflow of visitors to Santa Fe as a destination. Over the next fiscal year, this trend is anticipated to continue at a positive pace at approximately \$12.8 million in revenue collections.





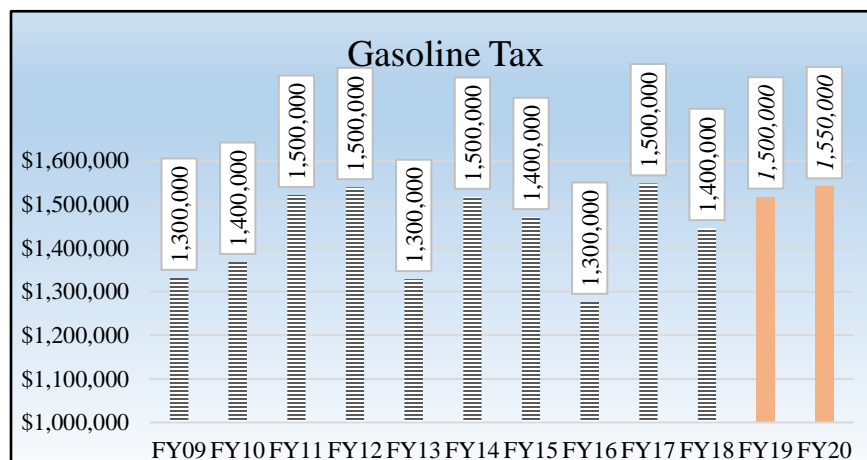
## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET



(Source: City of Santa Fe Finance Department)

### Gasoline Tax

Gasoline tax is a revenue source for the City that tends to be somewhat sensitive to economic variables. Tourism, the weather, job growth, employment levels, minimum wage hikes, home prices, and healthcare costs are some of the areas which affect gasoline consumption and the subsequent associated tax. Over the last two fiscal years, gasoline tax revenue has varied from \$1.4 to \$1.5 million. FY19 and FY20 are forecasted to be consistent at approximately \$1.5 million each year.



(Source: City of Santa Fe Finance Department)

### Internet Sales Tax

During the 2019 legislative session, House Bill 6 (HB6) included the proposal to collect tax on goods acquired from internet sellers. Physical brick and mortar retailers within the State of New



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

Mexico have continued to feel the impact of consumers opting to purchase goods via the internet. This change of course in retail activity has been particularly hard on rural communities around the State. Currently, gross receipts tax is not collected from internet sellers, presenting a disparity for physical retailers, while compounding the missed opportunity for increased revenues for the State. According to the analysis performed on HB6, the bill would direct taxes on remote sales immediately at destination-based sourcing (the buyer's point of purchase, rather than the sellers), then apply the local GRT increments. The transition to destination-based sourcing will contribute to significant changes to the structure of GRT collections by the New Mexico Taxation and Revenue Department (TRD). HB6 distributes \$24 million annually from the General Fund to the local governments in FY20 and FY21, until the local increments may be calculated and applied to remote sales by TRD. At this time, the amount to be distributed to Santa Fe in FY22 is yet to be determined.

### **Licenses and Permits**

Licenses and permits are comprised of revenue from business licenses, building and zoning permits and other licenses/permits. FY18 revenue received for licenses and permits was \$4.2 million and is budgeted for FY19 at \$4.3 million and for FY20 at \$4.5 million. The increase may be attributed to an increase in building permits and licenses issued for expanded business growth within the City.

### **Fees and Services**

Fees and services are imposed to seek to recover the full cost of services provided directly to citizens. Revenues received from fees and fines imposed by the City are broad in variety, typically for services rendered, most of which include: airport fees, ambulance fees, civic center fees, housing fees, impact fees, insurance premiums, meals fees, parking fees, land use fees, police and court fees, public transportation fees, recreation fees, water, wastewater and solid waste fees, parking fines, violations and other fines/fees/services.

Fees and services collected in FY18 were \$141.6 million, in large part from insurance premiums, water, wastewater and solid waste fees, reimbursed expenses and parking fees. Projections estimate FY19 at \$134.3 million and FY20 at \$145.5 million, slightly lower due to the decline in interest associated with the green bond issuance for the wastewater digester.

### **Airport Fee Update**

Once proposed legislation is passed by the State of New Mexico legislature in 2019 regular session, and approved by the City of Santa Fe's Governing Body, we will be implementing this new fee structure. Based on 2018 General Aviation traffic of 624 landings per year, we estimate to collect a minimum of \$25,000 annually based on a \$3.30 fee per aircraft weighing 12,500 lbs. and above. These fees are subject to fluctuate depending on the number of flight operations and overall weight of aircraft utilizing the Santa Fe Regional Airport. The additional revenue will assist with



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

overall airport's pavement, terminal, and parking lot maintenance helping ensure the safe operations for all Airport users.

The Passenger Facility Charge (PFC) Program allows the collection of PFC fees up to \$4.50 for every enplaned passenger at commercial airports controlled by public agencies. PFCs are capped at \$4.50 per flight segment with a maximum of two PFCs charged on a one-way trip or four PFCs on a round trip, for a maximum of \$18 total. Santa Fe Regional airport will use these fees to fund FAA-approved projects that enhance safety, security, or capacity; reduce noise or increase air carrier competition.

Based on our 2018 enplanements of 115,704 passengers, we estimate to collect approximately \$173,000 if the FAA approves the Santa Fe Regional Airport's application and we proceed to implement this fee structure by March 2020 if approved by the City of Santa Fe's governing body. This additional revenue is calculated through June 2020. We expect the FY21 impact to be significantly larger due to a calculation based on an entire fiscal year of enplanements.

### **Land Use Fee Update**

Currently the Land Use Department does not charge a fee for a number of services that are provided that result in a direct economic benefit to a specific individual/entity. Other fees have not been updated in more than ten years and are significantly lower than nearby jurisdictions. The updated fee proposal included in the FY20 recommended budget would assign the cost of services to the benefiting parties, and capture lost revenue resulting from a failure to update existing fee categories on a regular basis. The resulting increase in revenue will be used to enhance available resources to improve response times, and improve the availability of services for the general public.

The FY20 recommended budget includes an estimated increase in revenue of \$500 thousand in general fund revenue from the updated land use fee schedule which will fund the following investments:

- \$100 thousand to initiate the first phase of a three phase approach to updating the Land Use Code to reorganize, clarify, and simplify code language so that it is clear, concise, and easy to use.
- Create three new positions to shorten plan review time lines, shorten scheduling for inspections, produce information guides, and expand customer service capacity to address general inquiries from the public.
- \$50 thousand to develop a property management plan for city-owned assets to facilitate the use and disposition of city assets to support a range of goals including affordable housing, improved public spaces, neighborhood and community development, better mobility and fulfilling the objectives of the Midtown Property redevelopment and Midtown LINC.

### **Rents, Royalties, Concessions**

Revenue generated from airport rental fees, equipment rentals, parks and recreation department rentals and other rentals, including land and facilities rentals, are categorized under rents, royalties



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

and concessions. FY18 actual revenue received was \$2.9 million and projected at \$1.6 million for FY19 and \$1.4 million for FY20.

### **Interest Income**

In general, the City's level of investment income is a function of the balance of cash in the investment account, level of interest rates and the duration of the portfolio. Investment income totaled \$1.33 million in FY17 and \$2.75 million in FY18. The increase in interest on investments was a result of the Federal Reserve raising short-term interest rates over the course of FY18 and FY19, and having the right duration strategy for the portfolio. Additionally, in 2018, the Federal Reserve increased its key interest rate from 1.5 percent to 2.5 percent, the highest level since 2008. The City projects interest income will exceed the \$5 million budgeted in FY19. Revenue from interest on investments is estimated to remain flat at \$5 million in FY20.

### **Nonrecurring Revenue**

Nonrecurring revenue received by the City is categorized as one time revenue, for example the sale of land for capital expenditures or revenue not earmarked for recurring personnel, operational or maintenance costs.

### **Miscellaneous Revenue**

Revenues included in this category include grants and miscellaneous revenues from bond issuance premiums and proceeds, insurance recoveries and other various small revenues.

### **Grants**

Grants secured by the City may be one time funding or recurring. The terms, timing and nature of each grant varies widely across recipient departments. In FY18, the City received \$7.3 million in grant funding. FY19 is budgeted to receive approximately \$19.5 million. Conservatively, grant funding for FY20 is projected to be \$9.5 million. Some of the largest recipients for grant funding include tentative projections for FY20: Transit \$6.3 million, Community Services \$1.7 million and Airport \$4.2 million. Total amounts are undetermined at this time as the grant application process typically occurs during the upcoming fiscal year. Further funding for capital outlay projects is detailed under the following section.

### **Legislative Determinations**

During the 2019 legislative session, revenue projections for FY20 were stronger than have been seen in several years. A turnaround in oil and gas production from the Permian Basin in the southeastern part of New Mexico contributed heavily to the State's coffers, presenting nearly \$1 billion in 'new money' to be put to use. Nearly 80 percent of the surplus revenue is directly attributable to severance taxes, rents and royalties and gross receipts taxes from the oil and gas industry. As this revenue source for the State is susceptible to broad swings in pricing and supply



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

volatility, years of excess revenue can quickly turn to years of belt-tightening deficit as was observed in 2015. The abundance of revenue forecast for FY20 presented the opportunity for Santa Fe to request capital outlay funding support from the new administration.

Additionally, during the legislative session, the approval of various tax changes outlined in House Bill 6 (HB6), is anticipated to bring about additional revenue changes when implemented in FY22. The two primary impacts for local municipalities are the implementation of an internet sales tax and the elimination of the municipal equivalent distribution from the State. Both of these changes will begin in FY22, a two-year delay primarily due to establishing the functionality to perform additional tax collections at TRD.

The internet sales tax will be imposed based upon the buyer's point of purchase location. Until the internet sales tax has been established and local distribution increments calculated and declared, HB6 states that in FY20 and FY21 \$24 million will be distributed each year to the municipalities until the formal distribution is put into place. The amount to be distributed to the City of Santa Fe has yet to be determined.

The elimination of the municipal equivalent distribution to the City will revert to the State, representing a decline in annual revenue of approximately \$330 thousand.

Another change in HB6 is the increased rate for Motor Vehicle Excise Tax from 3 to 4 percent. The increased contribution to the State's road fund will become effective in FY21, at which time the City may want to consider requesting additionally road funding from the State.



## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### VII. DEPARTMENT EXPENDITURES

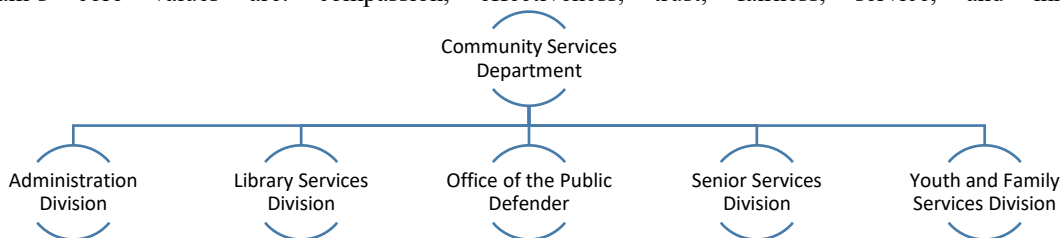
#### A. COMMUNITY SERVICES DEPARTMENT

KYRA OCHOA, COMMUNITY SERVICES DIRECTOR

##### Department Mission

The Community Services Department holds the vision that all residents of Santa Fe have the resources they need for health, wellbeing, and a high quality of life. The Department's mission is to ensure that the most vulnerable and historically underserved people in our community are engaged in creating a healthy community and are getting the support they need to live their best lives.

While each division can stand alone in the services and programs it offers, all divisions align to adopt an underlying strategy of addressing the social determinants of the community: access to healthcare, housing, food, transportation, personal safety, education, childcare, social supports, and employment; all of which make up the foundation of health and wellbeing. The Department enacts its strategy via direct services, impact funding of non-profit partners in the community, and recommendations for policy change put forth by committees and task forces. The team's core values are: compassion, effectiveness, trust, fairness, service, and innovation.



##### Department Description of Services

The Community Services Department is comprised of three divisions: Library Services, Senior Services, and Youth and Family Services. In FY19, the Office of the Public Defender joined the Department. Administration consists of the Director, Office Manager, and Administrative Assistant. The Department provides an array of direct and indirect services and supports community engagement by staffing community boards, committees, and task forces. One hundred forty-three year-round employees and 93 summer employees provide services to residents of Santa Fe and surrounding areas, including out-of-state visitors to the libraries. Additionally, through partnerships with community-based organizations, the Department indirectly serves pregnant women, young children and families, and adults of all ages with behavioral health, educational, and safety net services. Five committees, four boards, and task forces are staffed as needed, engaging over 50 appointed volunteer members in services and policies that have an impact on our population, including youth, immigrants, veterans, and seniors.







# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## CITY OF SANTA FE COMMUNITY SERVICES DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2019/20 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
Community Services Administration	654,984	1,301,530	1,306,258	1,238,196	(68,062)	-5.5%
Library	4,689,278	4,727,519	4,905,823	5,237,565	331,742	6.3%
Senior Services	6,081,188	6,398,158	7,341,582	7,131,863	(209,719)	-2.9%
Youth & Family	3,320,526	3,426,287	3,924,831	4,141,397	216,566	5.2%
<b>TOTAL COMMUNITY SERVICES</b>	<b>14,745,976</b>	<b>15,853,494</b>	<b>17,478,494</b> <span style="color: green;">▲</span>	<b>17,749,021</b>	<b>270,527</b>	<b>1.5%</b>

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
Salaries, Wages & Benefits	6,688,984	6,346,714	6,918,444	7,298,556	380,112	5.2%
Contractuals & Utilities	2,759,345	3,026,687	3,391,037	3,199,939	(191,098)	-6.0%
Repairs & Maintenance	54,328	52,849	73,984	73,118	(866)	-1.2%
Supplies	1,249,664	1,318,239	1,449,356	1,452,958	3,602	0.2%
Insurance	324,308	397,166	372,681	370,663	(2,018)	-0.5%
Other Operating Costs	293,339	948,509	1,277,618	1,291,049	13,431	1.0%
Capital Purchases	102,573	226,789	593,953	593,953	-	0.0%
Transfers to Other Funds	3,273,436	3,536,540	3,401,421	3,468,785	67,364	1.9%
<b>TOTAL COMMUNITY SERVICES</b>	<b>14,745,976</b>	<b>15,853,494</b>	<b>17,478,494</b> <span style="color: green;">▲</span>	<b>17,749,021</b>	<b>270,527</b>	<b>1.5%</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
General Fund	7,307,811	8,090,860	8,559,397	8,900,140	340,743	3.8%
Quality of Life	97,035	109,327	170,210	170,210	-	0.0%
Children & Youth Programs	1,162,287	1,225,596	1,399,647	1,400,956	1,309	0.1%
Human Service Providers	899,058	1,033,205	1,042,106	1,042,106	-	0.0%
Juvenile Justice Program	101,667	129,345	130,113	197,000	66,887	34.0%
Senior Companion Program	189,584	205,092	201,310	197,355	(3,955)	-2.0%
Senior Center Programs	504,410	465,895	501,418	465,441	(35,977)	-7.7%
Senior Employment Program	32,923	33,067	35,920	49,907	13,987	28.0%
Foster Grandparent Program	227,262	230,977	240,803	241,792	989	0.4%
Retired Senior Volunteer Program	141,091	144,593	150,209	151,881	1,672	1.1%
Senior Nutrition Program	823,416	961,133	1,020,351	984,521	(35,830)	-3.6%
Senior Caregiver Program	648,507	682,609	793,371	734,646	(58,725)	-8.0%
Senior Transportation	791,214	688,789	826,672	758,400	(68,272)	-9.0%
Senior Non-Reporting Programs	3,045	3,277	3,904	-	(3,904)	N/A
Cash In Lieu of Commodities Prog.	177,376	152,354	83,355	83,355	-	0.0%
State Agency Capital Improvement	118,886	163,309	611,000	611,000	-	0.0%
Community Services Misc. Grants	0	145,000	-	-	-	N/A
Veteran Programs	15,084	25,454	70,500	70,500	-	0.0%
Library Grants	51,702	59,615	165,083	129,643	(35,440)	-27.3%
State Library Grants	14,291	14,449	15,196	15,196	-	0.0%
Recreation Fund	474,899	419,412	544,500	577,319	32,819	5.7%
South Side Library	964,427	866,022	905,523	960,853	55,330	5.8%
Special Recreation Leagues	-	4,112	7,906	6,800	(1,106)	-16.3%
<b>TOTAL COMMUNITY SERVICES</b>	<b>14,745,976</b>	<b>15,853,494</b>	<b>17,478,494</b> <span style="color: green;">▲</span>	<b>17,749,021</b>	<b>270,527</b>	<b>1.5%</b>



## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### LIBRARY SERVICES DIVISION

JEFFREY DONLAN, ACTING DIRECTOR

#### Division Mission

The Library Services Division provides crucial resources and social infrastructure to individuals and families from across the socio-economic spectrum. The library branches are the only freely available indoor public spaces open seven days a week to all people of all ages.

#### Division Description of Services

The Santa Fe Public Library is comprised of 55 employees at three branches: Main, La Farge, and Southside; all locations serving active cardholders and others with reference, computer, and programming assistance. Santa Fe Public Library offers free educational programs for a population of all ages, and partners with local museums and organizations to enhance community offerings. Meeting rooms are available to the public, and the reference desk handles a range of inquiries daily, via in person and by phone. The reference desk also serves as a de facto concierge for Santa Fe visitors, as well as a source for referrals to social services for the homeless and others in need.





## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### SENIOR SERVICES DIVISION

EUGENE RINALDI, SENIOR SERVICES DIVISION DIRECTOR

#### Division Mission

To support adults age 60+ to maintain their health and independence.

#### Division Description of Services:

The Senior Services Division is comprised of 69 employees who provided essential services to seniors in the City and County of Santa Fe City. An array of programs are supported by State funding and matched with City general funds. Services stemming from the Older American Act Title III include: opportunities to congregate and home delivered meals, physical activities, Grandparents Raising Grandchildren support, Homemaker and Respite Care for homebound seniors and those with physical limitations, volunteering and work opportunities, and providing on-demand, door-to-door transportation to and from appointments. National Senior Corporations Services include: Retired Senior Volunteer Program, Senior Companion Program, Foster Grandparent Program, and Senior Olympics.

The Division maintains five senior centers where meals are provided for seniors and areas to congregate for activities. The Mary Esther Gonzales (MEG) Center is the main center, and there are four sites connected to senior housing complexes: Villa Consuelo, Pasatiempo, Luisa, and Ventana de Vida.





## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### YOUTH AND FAMILY SERVICES DIVISION

RICHARD DE MELLA, SENIOR PLANNER – JUVENILE JUSTICE

#### Division Mission

The Youth and Family Services Division's mission is to improve the health, wellbeing, and quality of life for children, youth, and families throughout the City of Santa Fe.

#### Division Description of Services

The Youth and Family Services Division provides after school and summer programming for area youth. It also provides leadership, technical assistance, funding opportunities, collaborative partnerships, and safety-net services for the health and human service needs of low-income residents of Santa Fe.

The Division offers quality after school and summer programs to youth ages 6-18 from families of all incomes levels and from all parts of the City. The Monica Roybal Youth Center and Carlos Ortega Teen Center employ ten year-round and 93 summer employees to provide after school and summer programs. Students are transported from 14 different schools around Santa Fe, including during school holidays and winter closures. Both, the Monica Roybal Youth Center and the Carlos Ortega Teen Center, offer healthy meals and snacks each day, tutoring assistance, recreation, arts and crafts, and a computer lab for homework for youth and their families who don't have computer access at home. The program works with community non-profit partners to offer quality educational enrichment activities provided by an array of community organizations. The Division collaborates with City partners such as the Santa Fe Police Department, which works with youth and staff to educate them on issues including bullying, cyber bullying and substance abuse; the Parks and Recreation Department offers access to City facilities.

Three staff of the Youth and Family Services Division operate Community Programs. They staff task forces and Mayor's initiatives, along with the Children Youth Commission (CYC), Veterans Advisory Board, the Mayor's Youth Advisory Board, the Immigration Committee, the Regional Juvenile Justice Board and the Human Services Committee.

- The CYC receives three percent (3%) of the gross receipts tax and administers funding to local nonprofits on a two-year funding cycle. The purpose of the fund is to support community programs that promote the healthy development of children and youth, ages birth to 21. Contracts cover Early Care and Education for Children ages 0-5 years, Supplemental Education for School-Age Children, Youth Wellness, and Reconnecting Youth.
- The Veterans Advisory Board is funded from PIT2 State Income Tax option. The Board recognizes the service of veterans and works to meet the needs of veterans in this community. Contracts address unemployment, underemployment, aging, homelessness, and navigation in the Santa Fe community.
- The Mayor's Youth Advisory Board advises on programs and policies that support City of Santa Fe teens.
- The Immigration Committee is dedicated to addressing the human rights status of non-citizens in the City of Santa Fe.
- The Regional Juvenile Justice Board receives funding from the State's Children Youth and Families Department and advises on alternative to detention programs that prevent youth from entering the juvenile detention system and serve youth who have been adjudicated or are awaiting sentencing. Contracts support Intensive Community Monitoring and Educational Re-Engagement Specialists.
- The Human Services Committee receives two percent (2%) of the gross receipts tax and administers funding through the Human Services Fund to local nonprofits serving adults 18+ on a two-year funding cycle. Contracts focus on Adult Health, Behavioral Health, Community Safety and Equitable Society.



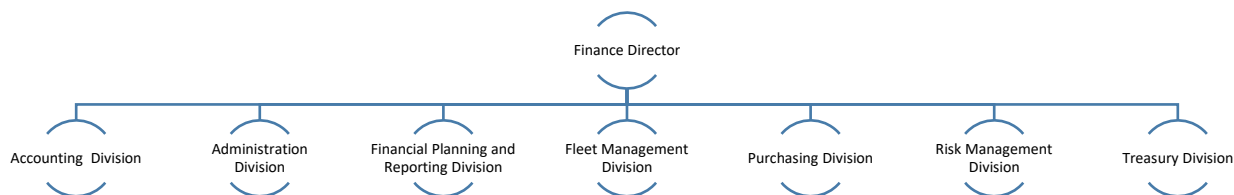
## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### B. FINANCE DEPARTMENT

MARY T. MCCOY, FINANCE DIRECTOR

#### Department Mission

With excellence and integrity, the Finance Department is committed to building the public trust through sound financial management and innovative and effective business decisions while protecting the City's assets, and ensuring compliance with Federal, State, and local laws and regulations. The Department is committed to providing timely, accurate, clear, and concise information to the City's leadership and departments with exemplary customer service.



Finance Department employees are stewards charged with the safeguarding and oversight of the City's financial assets and resources. The Department strives to provide trust and confidence to those we serve, both internal and external customers, staff, and constituents.

#### Department Description of Services:

Working with all City departments, the Finance Department implements the Mayor's strategic goals, increases organizational performance, and manages the City's overall fiscal health. The Finance Department delivers financial services with high quality, high ethical standards, and a high level of customer service. The Finance Department supports the growth and stability of the City of Santa Fe through sound fiscal stewardship and data driven management of the City's financial resources so that City resources are responsive to the needs of the citizens of Santa Fe. The Department ensures compliance with the laws governing the City of Santa Fe.



# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## CITY OF SANTA FE FINANCE DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2019/20 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
Finance Administration	8,470,810	1,800,964	2,193,810	1,944,208	(249,602)	-12.8%
Accounting	1,645,684	3,070,103	1,886,464	1,737,806	(148,658)	-8.6%
Financial Planning & Reporting	2,154	24,540	-	566,112	566,112	100.0%
Fleet Management	661,451	1,213,309	1,684,797	1,511,792	(173,005)	-11.4%
Payroll	1,203	-	-	276,484	276,484	100.0%
Purchasing	367,335	358,115	293,576	431,528	137,952	32.0%
Risk Management	6,502,789	9,446,660	5,988,897	6,085,141	96,244	1.6%
Treasurer	2,775,676	588,112	1,012,445	644,882	(367,563)	-57.0%
<b>TOTAL FINANCE DEPARTMENT</b>	<b>20,427,102</b>	<b>16,501,803</b>	<b>13,059,989</b>	<b>13,197,953</b>	<b>137,964</b>	<b>1.0%</b>

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
Salaries, Wages & Benefits	3,881,451	7,428,851	4,054,427	4,189,268	134,841	3.2%
Contractuals & Utilities	627,384	818,526	1,228,630	992,000	(236,630)	-23.9%
Repairs & Maintenance	52,149	104,090	447,135	304,600	(142,535)	-46.8%
Supplies	138,018	545,399	564,210	520,287	(43,923)	-8.4%
Insurance	3,897,263	3,634,897	4,090,952	4,101,501	10,549	0.3%
Other Operating Costs	2,391,914	673,239	1,013,340	1,211,115	197,775	16.3%
Capital Purchases	71,848	40,368	42,500	40,500	(2,000)	-4.9%
Transfers to Other Funds	9,367,074	3,256,433	1,618,795	1,838,682	219,887	12.0%
<b>TOTAL FINANCE DEPARTMENT</b>	<b>20,427,102</b>	<b>16,501,803</b>	<b>13,059,989</b>	<b>13,197,953</b>	<b>137,964</b>	<b>1.0%</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
General Fund	13,744,922	5,792,505	5,267,534	5,601,020	333,486	6.0%
Capital Equipment Reserve	75,223	16,365	15,800	-	(15,800)	N/A
½% GRT Income Fund	104,168	32,965	102,961	-	(102,961)	N/A
Risk/Safety Administration	4,770,865	7,821,698	4,089,934	4,394,178	304,244	6.9%
Insurance Claims Fund	1,731,923	1,624,962	1,898,963	1,690,963	(208,000)	-12.3%
Services to Other Departments	-	1,213,309	1,684,797	1,511,792	(173,005)	-11.4%
<b>TOTAL FINANCE DEPARTMENT</b>	<b>20,427,102</b>	<b>16,501,803</b>	<b>13,059,989</b>	<b>13,197,953</b>	<b>137,964</b>	<b>1.0%</b>





## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

### **ACCOUNTING DIVISION**

VACANT, CHIEF ACCOUNTING OFFICER

#### **Division Mission**

The mission of the Accounting Division is to provide timely, accurate, clear and complete financial information to stakeholders, other City Departments, and constituents while protecting the City's assets, both real and intangible, and ensuring the City is in compliance with Federal, State and local financial and fiduciary laws.

#### **Division Description of Services**

The Accounting Division is responsible for recording and reporting the financial transactions of the City. Our services include, but are not limited to, the following: grants accounting and oversight, recording and reporting of cash, check, and credit cards accounts, and recording and reporting of general ledger activity.



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

### **ADMINISTRATION DIVISION**

CAROLYNN ROIBAL, ADMINISTRATIVE MANAGER

#### **Division Mission**

The mission of the Administration Division of the Finance Department is to provide accurate and timely support for all aspects of Department operations.

#### **Division Description of Services**

The Administration Division provides the day to day operational support for the Finance Department. The Division liaise with all other City Departments to respond and provide processing, direction and support functions. Various projects include the intake and recording of payment reimbursement requests, Department correspondence, meeting scheduling, personnel processing and the compilation and presentation of the Finance Committee meeting materials. It is with the stable support of the Division, that the Finance Department is able to operate in an efficient and effective manner, streamlining processes for consistent performance.



# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## FINANCIAL PLANNING AND REPORTING DIVISION

BRADLEY FLUETSCH, CFA, FINANCIAL PLANNING AND REPORTING OFFICER

### Division Mission

The Financial Planning and Reporting Division services the City's strategic priorities through budget development that is aligned with the Mayor and Council's priorities. The Financial Planning and Reporting Division which includes the Budget functions for the Finance Department, constantly works to provide both short- and long-term financial planning documents, enabling City-wide planning in a transparent and consistent presentation.

### Division Description of Services

The Financial Planning and Reporting Division assists City departments in developing the City Manager's Proposed Annual Operating and Capital Budget, provides information and training to departments on budget policies, and monitoring and enables greater efficiency and accountability in City operations by assuring that spending needs are properly balanced against fund availability. The Financial Planning and Reporting Division monitors day-to-day spending and reviews City purchasing activities through the exercise of budgetary controls, ensuring that budget limitations set by the governing body are duly and properly enforced. The Division also ensures that adjustments to the approved budget are processed correctly and are accompanied by the necessary authorizations and fund availability. The Division manages the City's debt and investment portfolios, files compliance reports as required with State and Federal agencies, tracks and reports non-financial operational metrics.





## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### FLEET MANAGEMENT DIVISION

DANIEL GARCIA, FLEET MANAGER

#### Division Mission

Fleet Maintenance provides City departments with a comprehensive and extensive array of vehicle services. Team members have extensive expertise in working on vehicles ranging from riding lawn mowers to City buses. But, most important, Fleet Maintenance guarantees the quality of emergency response units, such as police cruisers, ambulances, and fire engines. The City of Santa Fe constituents are a primary focus in terms of minimizing vehicle investments, improving efficiency, and reducing overall transportation costs. Fleet Maintenance ensures that all City departments have the necessary equipment to complete their work that serves the community.

#### Division Description of Services

Fleet Maintenance and Auto Parts work together to manage the City's autos, trucks and heavy equipment in a safe and cost effective manner, operating the shop seven days a week and providing remote emergency repair and maintenance services so City employees can deliver the services the public expects.





## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

### **PURCHASING DIVISION**

SHIRLEY RODRIGUEZ, CHIEF PROCUREMENT OFFICER

#### **Division Mission**

The Purchasing Division provides services adding value and improvement of the City's success. The procurement team is committed to acting in accordance with best practices and cost-effective approaches to meet and exceed internal and external customer expectations.

#### **Division Description of Services**

The Purchasing Division provides for the acquisition of property, construction projects, goods and tangible personal property within regulations adopted by the Governing Body of the City of Santa Fe and the State of New Mexico. To provide for the fair and equitable treatment of all persons involved in public procurement, to maximize the purchasing value of public funds and to provide safeguards for maintaining a procurement system of quality and integrity.



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

### **RISK AND SAFETY MANAGEMENT DIVISION**

BARBARA BOLTREK, RISK MANAGER

#### **Division Mission**

The mission of Risk and Safety Management is to provide guidance on safe work practices that will protect our most valuable asset--our employees--and to provide fiscally sound loss-prevention programs that protect against any adverse impact to the City's financial stability.

#### **Division Description of Services**

Risk and Safety Management is responsible for minimizing the financial consequences of the City's exposure to risk. The Division manages an effective program to reduce claims, medical fees, settlements, lost work time, and premiums. It complies with OSHA, City, State and Federal regulations. The Division makes recommendations to departments/divisions on procedure changes, rules, and regulations to ensure a safe work environment. It conducts job safety analyses. The Division complies with Federal and State training requirements in defensive driving, pathogen awareness, and various other types of training related to workplace safety. It also conducts personnel, vehicle and equipment investigations and prepares reports to comply with OSHA and all safety regulations. The City of Santa Fe is committed to maintaining a drug-free workplace to promote both the quality of its services and the safety of its employees and the public.





# **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

## **TREASURY DIVISION**

CHRISTINA KEYES, TREASURY OFFICER

### **Division Mission**

The Treasury Division's mission is to protect and safeguard the City's fiscal assets through the collection, deposit and reconciliation of City receipts and timely reporting of revenues.

### **Division Description of Services**

The Division manages all incoming revenues and outgoing payments, with additional oversight of Accounts Receivable and the Central Cashier Office at City Hall, all bank account activities, and the prudent management of investment (\$262M) and debt portfolios (\$275M). It manages the City's external banking relationships while maintaining strong internal controls and functionality. It provides financial reporting of revenues and performs revenue forecasting and projections.





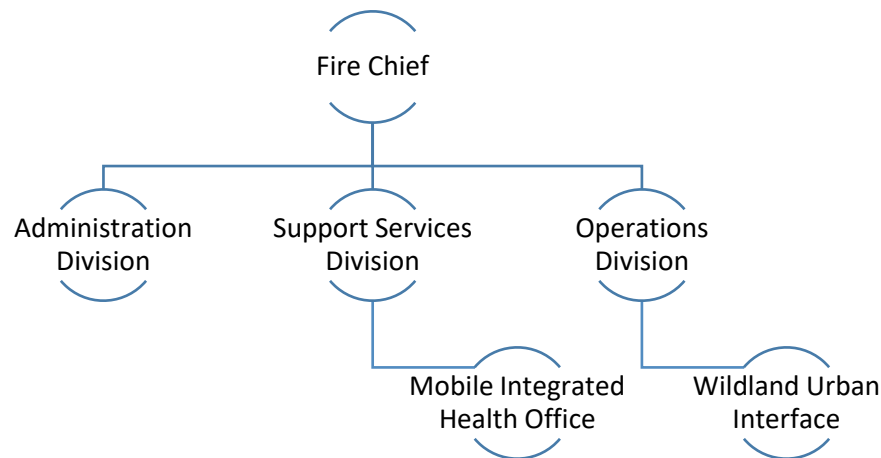
## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### C. FIRE DEPARTMENT

PAUL BABCOCK, FIRE CHIEF

#### Department Mission and Description of Services

The mission is to preserve life and property through public education and prompt, efficient emergency response. The Department is dedicated to serving the best interest of the public by taking the steps necessary to reduce human suffering, as well as the preventable loss of life and property. Members commit to continued learning, personal growth, and professional development, and at all times work in a respectful, honest, and professional manner with each other, the public, and the members of all other agencies. Above all else, the Department's members prize the dignity of human life and strive to treat all people with the compassion, professionalism, and understanding they deserve.





# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## CITY OF SANTA FE FIRE DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2019/20 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
Fire Administration	17,220,889	16,724,803	12,191,874	4,963,660	(7,228,214)	-145.6%
Fire Operations	734,262	1,681,604	5,232,084	14,933,914	9,701,830	65.0%
Support Services	1,641,213	2,137,663	5,955,264	4,215,310	(1,739,954)	-41.3%
<b>TOTAL FIRE DEPARTMENT</b>	<b>19,596,364</b>	<b>20,544,070</b>	<b>23,379,222</b>	<b>24,112,884</b>	<b>733,662</b>	<b>3.0%</b>

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
Salaries, Wages & Benefits	16,045,820	17,151,179	18,488,793	19,015,952	527,159	2.8%
Contractuals & Utilities	270,439	290,085	661,236	876,880	215,644	24.6%
Repairs & Maintenance	133,563	114,460	146,043	149,337	3,294	2.2%
Supplies	695,704	868,198	840,842	996,905	156,063	15.7%
Insurance	390,794	379,416	330,750	338,313	7,563	2.2%
Other Operating Costs	407,375	713,131	1,117,426	927,288	(190,138)	-20.5%
Capital Purchases	1,330,463	289,640	1,618,838	1,633,743	14,905	0.9%
Transfers to Other Funds	322,204	737,960	175,294	174,466	(828)	-0.5%
<b>TOTAL FIRE DEPARTMENT</b>	<b>19,596,364</b>	<b>20,544,070</b>	<b>23,379,222</b>	<b>24,112,884</b>	<b>733,662</b>	<b>3.0%</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
General Fund	17,409,016	19,826,058	20,209,078	20,995,646	786,568	3.7%
Capital Equipment Reserve	59	-	-	-	-	N/A
Fire Apparatus Reserve	63,377	-	-	-	-	N/A
Emergency Medical Services Grant	18,251	11,217	20,000	20,000	-	0.0%
Emergency Preparedness Grant	6,025	6,965	7,000	7,000	-	0.0%
State Fire Fund	1,481,727	512,497	2,121,140	1,852,905	(268,235)	-14.5%
Fire Hazard Reduction Grants	416,322	23,274	434,079	805,912	371,833	46.1%
Fire Wildland-Urban Interface Grants	44,548	36,326	220,944	220,944	-	0.0%
Fire Training Fund	26,771	28,985	-	-	-	N/A
Mobile Integrated Health Program	52,971	69,650	97,476	64,947	(32,529)	-50.1%
US DOJ/Bureau of Justice Opioid Grant	-	29,099	269,505	145,530	(123,975)	-85.2%
Fire Property Tax/Safety Fund	-	-	-	-	-	N/A
Fire Impact Fees	77,297	-	-	-	-	N/A
<b>TOTAL FIRE DEPARTMENT</b>	<b>19,596,364</b>	<b>20,544,070</b>	<b>23,379,222</b>	<b>24,112,884</b>	<b>733,662</b>	<b>3.0%</b>



## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### ADMINISTRATION DIVISION

PAUL BABCOCK, FIRE CHIEF

#### Division Mission

The Administration Division is the core of the executive leadership and administrative operations support all 190 members of the Department. The mission is to preserve life and property through public education and prompt, efficient emergency response. The City of Santa Fe Fire Department is dedicated to serving the best interest of the public by taking the steps necessary to reduce human suffering, as well as the preventable loss of life and property. Members commit to continued learning, personal growth, and professional development; and at all times work in a respectful, honest, and professional manner with each other, the public, and the members of all other agencies. Above all else, City of Santa Fe Fire Department members prize the dignity of human life and strive to treat all people with the compassion, professionalism, and understanding they deserve.

#### Division Description of Services

Work from this Division includes personnel, accounting, budget, procurement, contracts, and finance; data collection, management and reporting, records, ITT services; mobile computing, land mobile radio services, and logistics. Facilities, equipment, apparatus, uniforms, and personal protective equipment are also overseen by this Division.





## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### SUPPORT SERVICES DIVISION

JAN SNYDER, ASSISTANT FIRE CHIEF

#### Division Mission and Description of Services

The Support Services Division consists of seven different components performing the following missions and services:

- The Fleet Division is responsible for the design, purchase, and maintenance of the Department's fleet which include: seven firefighting apparatuses, 11 ambulances, 16 specialized pieces of equipment, and 31 staff and utility vehicles. In addition to servicing the fleet of apparatuses and vehicles, the SFFD Fleet Division is responsible for repair and maintenance to the Department's small engines, tools, pump testing unit, and air cascade and compressing stations. To ensure all of these services, the Fleet Division staff maintain special skills that include Basic ASE certifications, CDL Driver's Licenses, EVTCC (Emergency Vehicle Technician Certification Commission) certification, and trained and certified fire pump mechanics.
- The Training Division relies upon and follows State statutes and guidelines as well as National standards and best practices to provide comprehensive training across all disciplines that the Department needs to perform. The focus is on high quality content distribution and skills performance rather than simply fulfilling education hours. In short, the following organizations and documents dictate or guide training hours offered: National Registry of EMT's, New Mexico EMS Bureau, New Mexico State Statute, National Fire Protection Association, New Mexico Firefighters Training Academy, Occupational Safety and Health Administration, SFFD/SFFA CBA, rules and Regulations and Standard Operating Guidelines, and the Insurance Services Office.

In addition to internal training, the Training Division plans for and conducts the SFFD Recruit Academy for new personnel and multiple nationally offered trainings in collaboration with the State Fire Marshal's office and the National Fire Academy. Upon request, the Training Division helps other City Departments and schools with training and fire safety education.

- The Health and Safety Officer monitors and provides education and policies to the Department member health and well-being. This includes annual physicals for all personnel, proactive health screenings, monitoring of hazardous materials exposures, and developing policies that target a firefighter's increased risk of contracting cancer. The Safety Officer also helps evaluate and purchase all personnel protective clothing for the Department.



## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### Division Mission and Description of Services Continued

- The Fire Prevention Division works to reduce property loss and the number of fire related incidents in the City of Santa Fe. This is done through a number of specific programs. Plan review is done cooperatively with Land Use on all properties within a certain parameters and for all developments. Inspections are done annually on business and certain high risk use properties and business types, and according to local resolution. Code enforcement is done periodically, unannounced for certain occupancies, and as requested by complaint or for follow-up. All inspections, plan reviews, and enforcement are done to City Council approved International Code Council standards by Fire Prevention staff, which consists of the Fire Marshal, Deputy Fire Marshal, and three Fire Inspectors. In addition, the Fire Prevention staff works to build public relations and public education with hundreds of scheduled events and visits to every school within the City.
- The Mobile Integrated Health Office (MIHO) proactively seeks out frequent users of the City's emergency 911 system and provides them with the help and resources to improve their health status and become less reliant on emergency services. This not only improves the person's individual health, but saves money and creates less of a burden on the emergency response system by decreasing non-emergency requests from that population.

The CONNECT program is the flagship program for SFFD's EMS operations into the 21st century. Participants in the CONNECT program are identified either internally through a high rate of 911 use or externally by health care partners for high use of health care resources. Participants are enrolled for a 90-day intervention which consists of home visits, identification of barriers to health and goals, and a participant/provider partnership aimed at connecting the participant to existing resources. Other programs are directed to deliver Naloxone to those identified as at risk for narcotic overdose, services to address falls in elderly populations, and response to relieve emergency response units when not needed.

In 2019 we are excited to add the Law Enforcement Assisted Diversion (LEAD) program to our community assistance profile. LEAD will divert individuals to a community based, harm reduction intervention program for low-level and non-violent behavioral health cases.

- The Fire Department hosts and funds an ITT Specialist who is shared with the Santa Fe Police Department to provide IT services to both Departments.



## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### OPERATIONS DIVISION

CARLOS NAVA, ASSISTANT FIRE CHIEF

#### Division Mission

Our mission is to respond to all emergency calls with a high level of efficiency and preparedness in order to minimize the loss of life and property from the effects of fire, medical, or any other emergency, and to render assistance as required. Inherent in this mission is the desire to protect and enhance the quality of life of our citizens and community by responding quickly, performing with excellence and serving at every opportunity.

#### Division Description of Services

The Santa Fe Fire Department maintains a constant state of readiness and provides an all hazards emergency response for the citizens and visitors of the City of Santa Fe. All hazards response includes motor vehicle accidents, technical rescue incidents, structural and wildland fires, hazardous materials, emergency medical services, airport rescue firefighting and providing general assistance to the public. Our staff of highly skilled and trained personnel work full time, 24 hour shifts, and are committed to providing the highest quality and highest level of courteous and responsive services to the citizens of Santa Fe and its visitors. The delivery of high quality and efficient fire, rescue and emergency medical services is accomplished through three work shifts (A, B and C) with a minimum of 35 responders on duty at any given moment. Operations are spread across two battalions containing six operational fire stations (including one at the Santa Fe Airport) with an additional station in the works to cover the new annexation area. Each fire station is equipped with a fire engine and an ambulance at a minimum. The Fire Department responds to approximately 17,000 calls for service, per year, from the citizens and visitors of the City of Santa Fe. The Santa Fe Fire Department attempts to meet National Fire Protection Association (NFPA) response standards as the Standard of Cover throughout all responses and our response on the airport property is to Federal Aviation Administration (FAA) standards.





## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### EMERGENCY MEDICAL SERVICES (EMS) DIVISION

GREG CLIBURN, ASSISTANT FIRE CHIEF

#### Division Mission

The EMS Division furthers the Fire Department's mission by ensuring excellent emergency medical response and community health risk reduction services. We aim to protect and improve the health of the City's residents and visitors, reduce costs to our health care system, and provide services that are safe and satisfying for the public and our workers. We support this with robust data analysis and quality management, efficient logistical support, and responsive customer service.

#### Division Description of Services

The EMS Division is the home of the Fire Department's Emergency Medical Services (EMS) and Mobile Integrated Health Office (MIHO) functions. Our services include direct provision of health care to the public (external) and administrative direction, management, and support of the Department's public-facing health care activities (internal). (See description under Support Services Division.)



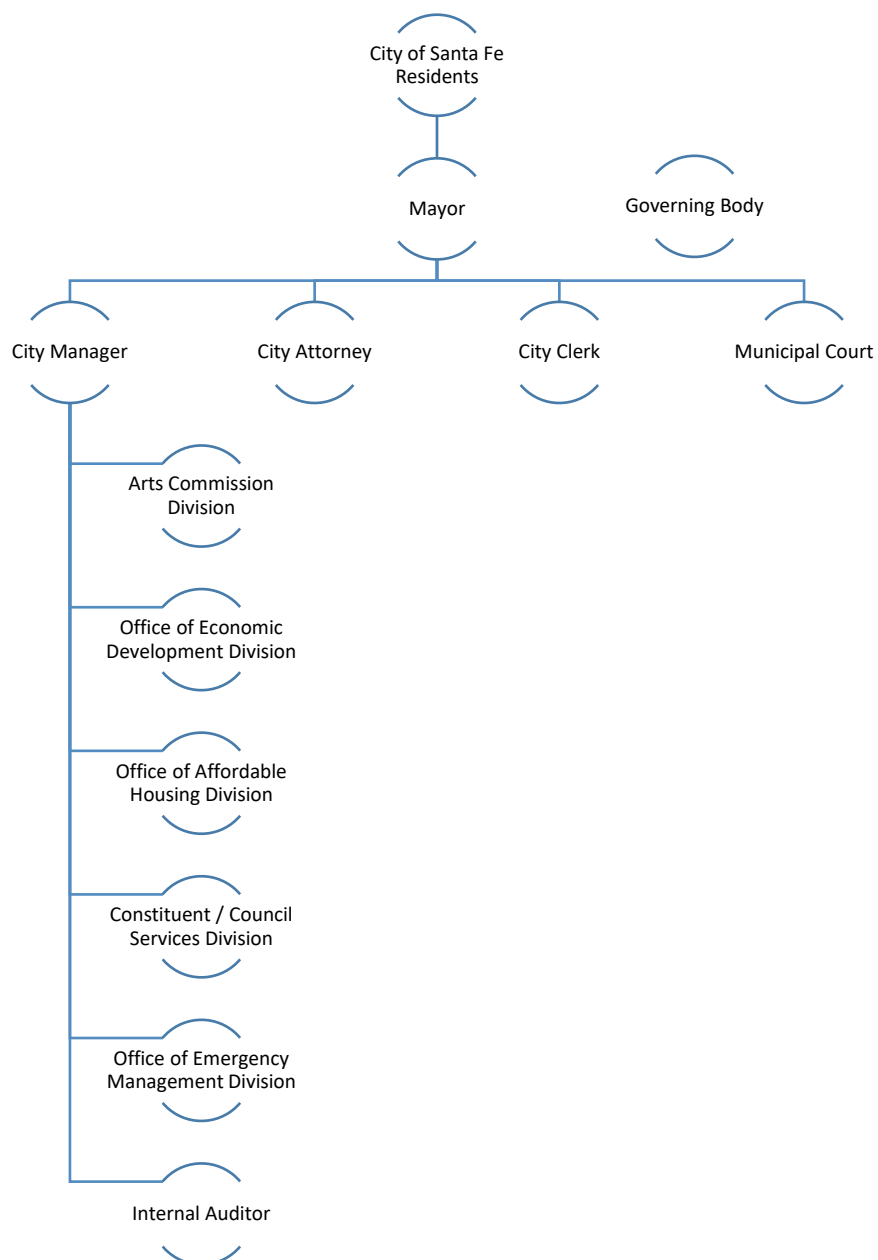




# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## D. GENERAL GOVERNMENT

ERIK LITZENBERG, CITY MANAGER





# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## CITY OF SANTA FE GENERAL GOVERNMENT - EXPENDITURES SUMMARY FISCAL YEAR 2019/20 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
Mayor & Council	1,028,336	814,148	1,200,380	992,696	(207,684)	-20.9%
City Manager	841,006	1,173,816	1,228,671	839,804	(388,867)	-46.3%
City Attorney	1,521,808	1,787,063	1,745,049	1,905,377	160,328	8.4%
Constituent & Council Services	371,784	390,171	362,435	781,128	418,693	53.6%
City Clerk	1,033,218	1,754,306	1,578,363	1,431,910	(146,453)	-10.2%
Internal Audit	132,809	110,921	182,821	172,180	(10,641)	-6.2%
Municipal Court	1,898,117	2,318,920	2,218,261	2,290,019	71,758	3.1%
Affordable Housing	953,512	1,690,304	2,168,122	2,042,426	(125,696)	-6.2%
Arts & Culture	1,518,162	1,720,817	2,068,804	1,918,135	(150,669)	-7.9%
Economic Development	2,061,493	2,474,654	2,441,824	2,636,670	194,846	7.4%
Emergency Management	193,533	415,166	666,507	354,808	(311,699)	-87.9%
<b>TOTAL GENERAL GOVERNMENT</b>	<b>11,553,778</b>	<b>14,650,286</b>	<b>15,861,237</b>	<b>15,365,153</b>	<b>(496,084)</b>	<b>-3.2%</b>

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
Salaries, Wages & Benefits	6,175,005	6,667,689	7,202,828	7,329,174	126,346	1.7%
Contractuals & Utilities	2,817,068	4,165,032	4,605,273	4,012,195	(593,078)	-14.8%
Repairs & Maintenance	59,477	70,806	127,560	64,527	(63,033)	-97.7%
Supplies	149,377	201,438	245,923	246,553	630	0.3%
Insurance	135,912	166,825	146,490	148,589	2,099	1.4%
Other Operating Costs	1,646,627	2,817,782	2,705,449	2,564,349	(141,100)	-5.5%
Capital Purchases	11,075	51,972	204,355	82,265	(122,090)	-148.4%
Transfers to Other Funds	559,237	508,743	623,359	917,501	294,142	32.1%
<b>TOTAL GENERAL GOVERNMENT</b>	<b>11,553,778</b>	<b>14,650,286</b>	<b>15,861,237</b>	<b>15,365,153</b>	<b>(496,084)</b>	<b>-3.2%</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
General Fund	7,275,976	8,544,266	9,681,585	10,068,720	387,135	3.8%
1% Lodgers Tax - Arts	1,328,859	1,514,137	1,751,133	1,717,360	(33,773)	-2.0%
Special Uses Lodgers Tax (45%)	13,459	17,295	195,040	26,300	(168,740)	-641.6%
Economic Development	1,377,858	1,609,032	1,702,753	1,492,862	(209,891)	-14.1%
Comcast Franchise PEG Fee	15,848	23,558	20,000	20,000	-	0.0%
Verde Fund	-	230,908	129,070	-	(129,070)	N/A
Municipal Court Fees/Programs	542,513	814,304	261,632	333,152	71,520	21.5%
Affordable Housing Loan Fund	34,750	369,130	459,000	475,000	16,000	3.4%
Comm. Development Block Grant	431,212	458,865	772,655	702,476	(70,179)	-10.0%
Federal HOME Program	-	-	84,109	-	(84,109)	N/A
Shelter Plus Care	128,798	131,272	15,123	-	(15,123)	N/A
Arts Education Grants	71,126	73,220	75,315	65,000	(10,315)	-15.9%
Emrgcy Mgmt Performance Grant	114,746	160,293	348,000	206,042	(141,958)	-68.9%
Community Development Grants/Programs	35,127	-	-	-	-	N/A
Public Financing for Elections	-	332,969	-	-	-	N/A
Homeland Security Grants	78,787	254,873	318,507	148,766	(169,741)	-114.1%
Civic Center Art Space	104,718	116,164	47,316	109,475	62,159	56.8%
<b>TOTAL GENERAL GOVERNMENT</b>	<b>11,553,778</b>	<b>14,650,286</b>	<b>15,861,237</b>	<b>15,365,153</b>	<b>(496,084)</b>	<b>-3.2%</b>



# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## CITY MANAGER'S OFFICE

ERIK LITZENBERG, CITY MANAGER

### Division Mission

The City Manager (CM) is appointed by the Mayor and confirmed by the Governing Body. The CM is designated as the Chief Operating Officer, and as such, coordinates the implementation policy decisions of the Governing Body and the initiation of intergovernmental operations of the City. The CM is responsible for directing the various departments and providing guidance in the implementation of the mandates of the Governing Body.

### Division Description of Services

The City Manager (CM) is focused on working with the Governing Body by implementing their policy decisions and working with each member regarding their concerns in each of their Districts and in the City as a whole. The CM works closely with Department Directors to provide the best customer service to constituents and to improve services within the City. The CM also works with the Departments to provide a safe and respectful work place for the employees.





## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### ARTS COMMISSION DIVISION

#### VACANT, ARTS COMMISSION DIRECTOR

##### Division Mission

The Division's mission is to initiate, sponsor, or conduct, alone or in cooperation with other public or private agencies, public programs to further the development and public awareness of, and interest in, the fine and performing arts and culture properties of the City.

##### Division Description of Services

The Division is responsible for the execution of a grant program, art education, Culture Connects, the Youth Cultural Passport, Southside Summer, and public art. Additionally, it provides oversight of the City Historian and Poet Laureate and assists the City with art needs such as the College of Santa Fe Art Collection.





# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## OFFICE OF ECONOMIC DEVELOPMENT DIVISION

MATTHEW P.D. BROWN, DIRECTOR OF ECONOMIC DEVELOPMENT

### Division Mission

The Office of Economic Development uses talent, tools, and resources to create conditions for the economy to evolve and expand so that all residents increase wealth and well-being as the community becomes increasingly equitable, the environment is enhanced, and the best of the City's heritage and culture flourishes into the future.

### Division Description of Services

The Office's services and activities include place making and redevelopment management such as the Midtown Property redevelopment, technical assistance for businesses, policy making and advocacy, deploying City and State incentives such as LEDA grants, convening and marketing to build social capital and networks in order to strengthen industry clusters, and contracting to source services for workforce training, advancing entrepreneurship, increasing business growth, and mentorship, among others.







## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### OFFICE OF AFFORDABLE HOUSING DIVISION

ALEXANDRA LADD, HOUSING SPECIAL PROJECTS MANAGER

#### Division Mission

The Office of Affordable Housing (OAH) works proactively with the public, nonprofit, and private sectors to increase affordable housing opportunities for Santa Fe's low- and moderate-income residents, addressing the needs of all residents from the homeless to the homeowner.

#### Division Description of Services

OAH has a long history of supporting affordable housing through regulation (inclusionary zoning), policy (1999 General Plan, Consolidated Plan, Five-Year Strategic Plan, Analysis of Fair Housing), real estate development (Tierra Contenta, donation of City-owned land), and programming (financial support for homebuyer training/counseling, home repair, down payment assistance, and rental assistance). Housing needs are addressed across a spectrum, from the homeless to the homeowner, and rely on an established network of community partners, including the public, nonprofit, and private sectors. To this end, the bulk of the proposed budget is used to support staff time to administer federal grant money from HUD (CDBG and Continuum of Care/Shelter Plus Care), general funds to sub-recipients who, in turn, provide services directly to those in need, and implementation of Chapter 26. This chapter includes the Santa Fe Homes Program (SFHP) which requires a percentage of housing built by private developers is set aside for income-certified, low- and moderate-income residents, the Affordable Housing Trust Fund (funded through local development revenues), and fair housing.





## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### CONSTITUENT AND COUNCIL SERVICES DIVISION

KRISTINE MIHELICIC, CONSTITUENT SERVICES DIRECTOR

#### Division Mission

The Mission of the Constituent and Council Services Division is to connect our residents to our government and our government to our community. Continuously working to make the City inclusive, transparent, accountable and responsible to our residents. Our goal is to be instrumental in making the city the most user-friendly city in the nation.

#### Division Description of Services

The Constituent and Council Services Department connects the City of Santa Fe to our residents, directly engaging Santa Fe resident to advance the City. The Constituent and Council Services Department staff is responsible for communicating and performing public liaison work ensuring that the issues impacting our city's proud and diverse communities have a receptive team dedicated to making their voices heard. Our team ensures resident concerns are translated into action by our departments and governing body. We engage residents, responds to comments that come into the City via email, phone, social media, and letters and provide administrative support to our Governing Body.







## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### OFFICE OF EMERGENCY MANAGEMENT DIVISION

DAVID SILVER, EMERGENCY MANAGER

#### Division Mission

The Office of Emergency Management's mission is to create an environment of readiness for the whole community through a comprehensive program of prevention, protection, mitigation, response, and disaster recovery.

#### Division Description of Services

- Planning
- Training
- Exercising
- Emergency Operations Center
- Grant Management





# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## CITY ATTORNEY'S OFFICE

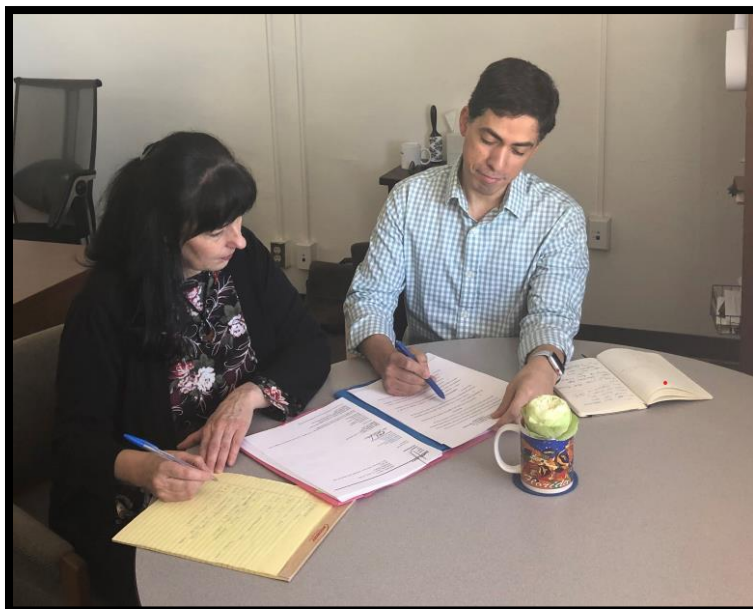
ERIN K. MCSHERRY, CITY ATTORNEY

### Division Mission

The Mission of the City Attorney's Office (CAO) is to advise, defend, and protect the City and enforce its laws in a timely and just manner.

### Division Description of Services

The CAO advises and represents the City of Santa Fe, including the Mayor, Governing Body, Committees and Boards, and employees, when those actors are serving the scope of their professional duties. The CAO provides advice through both attorney-client privileged and public forums and represents the City in negotiations, arbitrations, mediations, courts, and other forums. The CAO also includes the Legislative Liaison, who assists in researching and drafting legislation and oversees the flow of legislation through the City's various committees and City Council. The City's Records Custodian has been administratively assigned to the CAO and therefore the Office is also responsible for fulfilling the City's obligations under the New Mexico Inspection of Public Records Act.





## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### CITY CLERK

YOLANDA Y. VIGIL, CITY CLERK

#### Division Mission

The Office of the City Clerk is dedicated to service excellence and professional commitment by offering quality services to the Governing Body, staff, residents and constituents. The Office strives to ensure trust and confidence in the City of Santa Fe by promoting transparency and responsiveness; by the preservation of official documents; and by providing for fair and ethical processes relating to elections. The Office ensures compliance with the City Charter and applicable laws and ordinances and aspires to incorporate the Mayor's vision for Santa Fe.

#### Division Description of Services

The Office provides information regarding services and functions of the City; enhances the integrity and transparency of City government by maintaining, preserving, and on-line posting of legislation, agendas, packets, and minutes; performs duties required by Local Election Act; provides the Governing Body packet information and processes approved contracts and legislation; codifies ordinances and maintains the hard copy and on-line City Code; delivers internal services related to committees; processes and issues liquor licenses, special dispenser permits, and carnival and circus applications; accept service of process for summons, subpoenas, and tort claims.





## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### MUNICIPAL COURT

#### VIRGINIA VIGIL, MUNICIPAL COURT JUDGE

##### **Division Mission**

The mission of the Santa Fe Municipal Court is to administer justice to the people of Santa Fe in a fair, equitable, efficient, professional, and consistent manner. The Court seeks to serve as a model court for the State. In addition, the Court makes every effort to provide effective, efficient services in the processing of traffic citations, criminal cases, code enforcement, and animal cases.

The Municipal Court Judge adjudicates traffic citations, petty misdemeanors, and 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> DUI cases as issued by the City of Santa Fe Police Department. These violations include, but are not limited to traffic, drinking in public, disorderly conduct, and shoplifting (under \$250). Additionally, the Court adjudicates violations of the Municipal Code as cited by the various departments and divisions of the City, such as animal control and code enforcement violations.

##### **Division Description of Services**

The Municipal Court is comprised of several programs which include Administrative, Teen Court, Drug and DUI Court, and Home Detention.

- Municipal Court plans, organizes, integrates, and coordinates functions related to the operation of the defined service users, and includes personnel, Accounts Payable, Accounts Receivable and budgetary responsibilities.
- Teen Court uses positive peer pressure to ensure that young people who commit even minor offenses give back to the community and avoid further contact with the justice system.
- Drug and DUI Court is a rehabilitative approach to justice that is based on intensive drug treatment, close supervision, and a demand for offender accountability. Drug Court is designed to reduce and ultimately eliminate drug usage, reduce recidivism by working with the root cause of the problem, and save money.
- The electronic monitoring program helps lower public safety expenses and taxpayer expenses by reducing jail populations and requires offenders to pay for services. In addition, electronic monitoring provides increased public safety by using monitoring technologies.



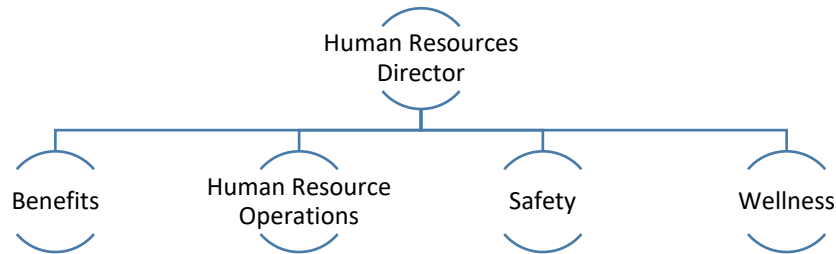
## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### E. HUMAN RESOURCES DEPARTMENT

BERNADETTE SALAZAR, DIRECTOR OF HUMAN RESOURCES

#### Department Mission

To provide our customers with human resources services to effectively hire, develop and retain a high quality workforce for the City of Santa Fe.



#### Department Description of Services

The Human Resources Department provides a wide range of human resources management functions for all City Departments. Activities are classified into six functional areas to include: general administration, employee relations, risk and safety management, employee development, total compensation and employee health and wellness.





# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## CITY OF SANTA FE HUMAN RESOURCES DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2019/20 PROPOSED BUDGET

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
Salaries, Wages & Benefits	1,617,057	1,826,660	1,419,269	3,741,536	2,322,267	62.1%
Contractuals & Utilities	943,786	1,147,121	1,320,468	1,654,456	333,988	20.2%
Repairs & Maintenance	1,665	-	5,000	5,000	-	0.0%
Supplies	52,465	36,563	50,253	87,103	36,850	42.3%
Insurance	22,078,104	21,943,334	23,010,347	24,527,371	1,517,024	6.2%
Other Operating Costs	130,508	209,776	319,856	357,073	37,217	10.4%
Capital Purchases	-	5,299	-	-	-	N/A
Transfers to Other Funds	95,886	223,848	174,452	225,000	50,548	22.5%
<b>TOTAL HUMAN RESOURCES</b>	<b>24,919,472</b>	<b>25,392,600</b>	<b>26,299,645</b>	<b>30,597,539</b>	<b>4,297,894</b>	<b>14.0%</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
General Fund	910,996	1,444,277	1,650,137	3,671,121	2,020,984	55.1%
Risk/Safety Administration	456,906	561,546	561,715	786,385	224,670	28.6%
Benefits Administration	559,983	488,353	77,300	517,828	440,528	85.1%
Santa Fe Health Fund	20,129,218	20,485,381	20,995,991	22,674,366	1,678,375	7.4%
Workers' Compensation Fund	1,591,166	1,279,814	1,618,004	1,619,004	1,000	0.1%
Insurance Claims Fund	95,185	107,923	118,415	118,415	-	0.0%
Unemployment Claims Fund	152,705	38,282	218,000	200,000	(18,000)	-9.0%
Santa Fe Dental Fund	1,023,313	987,024	1,060,083	1,010,420	(49,663)	-4.9%
<b>TOTAL HUMAN RESOURCES</b>	<b>24,919,472</b>	<b>25,392,600</b>	<b>26,299,645</b>	<b>30,597,539</b>	<b>4,297,894</b>	<b>14.0%</b>





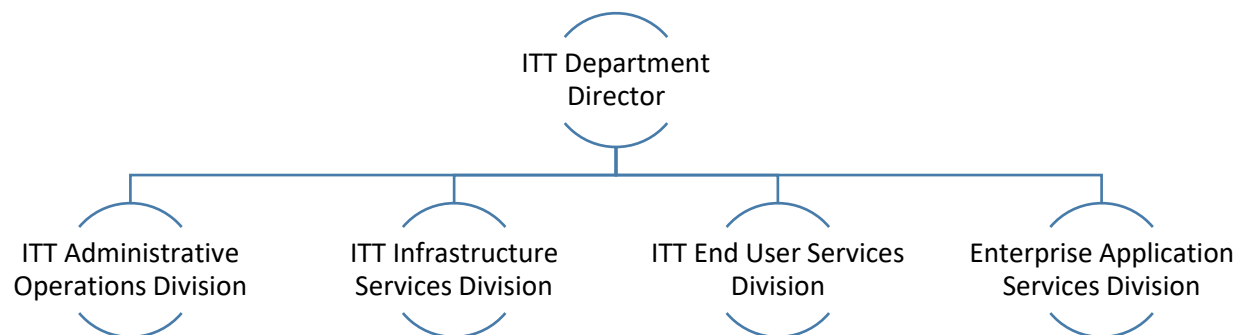
## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### F. INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS DEPARTMENT

JOSHUA U. ELICIO, DIRECTOR OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS DEPARTMENT

#### Department Mission

To be a trusted technology advisor to the City; achieved by implementing industry best practices in operational processes and management, becoming a more capable, collaborative, and agile department, which consistently provides excellent technology services to support the City's mission.



#### Department Description of Services

The Information Technology and Telecommunications Department (ITT) offers a number of services to support operations for the City of Santa Fe. These include:

- business applications
- end user services
- network infrastructure
- information security
- ITT procurement
- GIS mapping
- radio device and services
- unified telecommunications
- servers/workstations/mobile devices
- storage/archiving





# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## CITY OF SANTA FE INFORMATION TECHNOLOGY & TELECOMMUNICATIONS - EXPENDITURES SUMMARY FISCAL YEAR 2019/20 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
ITT Administration	5,204,743	3,044,040	1,017,326	4,273,136	3,255,810	76.2%
End User Services	3,263	338,923	521,450	559,492	38,042	6.8%
Enterprise Application Services	157,844	2,214,597	3,398,895	3,677,541	278,646	7.6%
Infrastructure Services	-	3,414,852	4,938,866	5,056,665	117,799	2.3%
<b>TOTAL INFO. TECH. &amp; TELECOMM.</b>	<b>5,365,850</b>	<b>9,012,412</b>	<b>9,876,537</b>	<b>13,566,834</b>	<b>3,690,297</b>	<b>27.2%</b>

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
Salaries, Wages & Benefits	2,835,050	3,023,524	2,934,625	3,123,725	189,100	6.1%
Contractuals & Utilities	894,975	1,415,748	2,419,918	2,415,073	(4,845)	-0.2%
Repairs & Maintenance	316,412	375,864	222,500	222,500	-	0.0%
Supplies	801,052	2,075,914	2,479,929	2,527,355	47,426	1.9%
Insurance	64,676	84,663	104,090	68,423	(35,667)	-52.1%
Other Operating Costs	426,102	1,023,406	1,470,475	1,865,758	395,283	21.2%
Capital Purchases	27,583	79,155	234,000	213,000	(21,000)	-9.9%
Transfers to Other Funds	-	934,138	11,000	3,131,000	3,120,000	99.6%
<b>TOTAL INFO. TECH. &amp; TELECOMM.</b>	<b>5,365,850</b>	<b>9,012,412</b>	<b>9,876,537</b>	<b>13,566,834</b>	<b>3,690,297</b>	<b>27.2%</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
General Fund	4,157,037	-	-	-	-	N/A
½% GRT Income Fund	1,208,813	1,335,413	34,513	3,360,513	3,326,000	99.0%
Services to Other Departments	-	7,676,999	9,842,024	10,206,321	364,297	3.6%
<b>TOTAL INFO. TECH. &amp; TELECOMM.</b>	<b>5,365,850</b>	<b>9,012,412</b>	<b>9,876,537</b>	<b>13,566,834</b>	<b>3,690,297</b>	<b>27.2%</b>



# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## ITT ADMINISTRATIVE OPERATIONS DIVISION

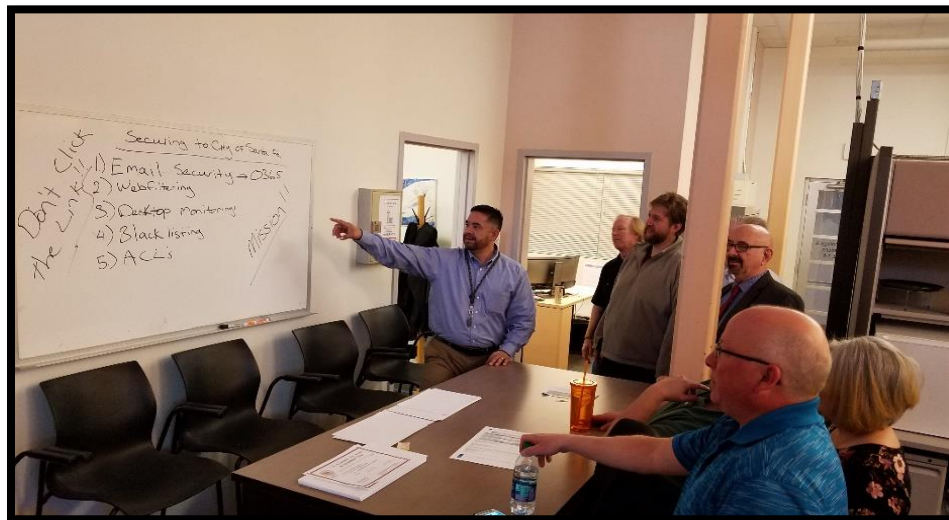
JOSHUA U. ELICIO, DIRECTOR OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS DEPARTMENT

### Division Mission

The Administrative Operations Division's mission is to provide quality contracting, procurement services and accountability by performing to the highest level to achieve the City of Santa Fe's confidence.

### Division Description of Services

- Responsible for the procurement of material, equipment, supplies, construction, and services required by the City of Santa Fe.
- Assures that purchases are acquired legally from responsible providers at the lowest possible costs in compliance with the City's Procurement Code.
- Contracting for the Information Technology and Telecommunications Department.
- Budget reconciliation for purchases made for multiple City Departments and in line with allocated services guidelines.
- Internal project management services.
- Enterprise Resource Planning (ERP) program management services in support of the City's initiatives.
- Provide organizational information security services.





# **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

## **ITT INFRASTRUCTURE SERVICES DIVISION**

LARRY WORSTELL, INFRASTRUCTURE SERVICES MANAGER

### **Division Mission**

The mission of Infrastructure Services is to provide outstanding technology infrastructure, network services and solutions through design/build, operations and enhancements that maximizing performance and support all aspects of digital operations for the City of Santa Fe. These services empower staff to provide exceptional digital services, enrich the constituent's experience, and effectively manage and protect municipal data.

### **Division Description of Services**

- Infrastructure services provide for the design, configuration, installation, support and maintenance of the City's data, voice, and wireless networks that connect over 30 facilities in the City of Santa Fe. Networks support shared computing platforms such as email, business application, and document management systems.
- ITT infrastructure consists of the following components: servers, phones, data centers, switches, routers, radios, and other equipment.
- ITT infrastructure provides healthy network/internet connectivity, firewalls, and data security.
- ITT infrastructure staff evaluate department and division needs, assessing the feasibility of systems and, where appropriate, implementing new solutions.
- Infrastructure Services also support Radio and Vehicle Technology Services. Infrastructure staff provide for the on-going maintenance and support of the City's public safety land mobile radio system and computer technology (laptops, printers, sirens, lights, GPS) in City vehicles to support the mobile workforce.



# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## ITT END USERS SERVICES DIVISION

EDWARD J. DURAN, PROJECT LEADER

### Division Mission

The End User Service Desk's mission is to effectively and efficiently provide access and availability to ITT supported services to the satisfaction of all City staff by providing an informative and supportive first point of contact, and to assist all City staff in making the best use of technology in their business roles.

### Division Description of Services

- Providing an ITT Service Desk as a first point of contact for ITT service requests and problems.
- Maintaining, troubleshooting, repairing, and upgrading desktop and laptop computers, printers, and peripheral hardware.
- Configuring, installing, maintaining, and upgrading operating systems, standard desktop applications, and approved specialty software.
- Providing limited user guidance on operating systems, standard desktop applications, network access, and e-mail usage.
- Installing, maintaining, troubleshooting, programming, and repairing desktop phones and associated headsets.
- Testing and evaluating hardware and software to determine efficiency, reliability, and compatibility with desktop systems.





## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

### **ENTERPRISE APPLICATION SERVICES DIVISION (EAS)**

STEVEN SANTISTEVAN, ENTERPRISE APPLICATION MANAGER

#### **Division Mission**

Provide a full spectrum of innovative business and professional services for developing, maintaining, and supporting enterprise-class business applications for the City of Santa Fe.

#### **Division Description of Services**

- Enterprise Resource Planning program management and technical support.
- Ensuring that City-wide management applications meet business requirements and are fully operational.
- Analyzing department and division needs, assessing the feasibility systems and, where appropriate, implementing new solutions.
- Providing technical expertise to manage and maintain software applications.
- Educating City personnel in the effective use of these systems.



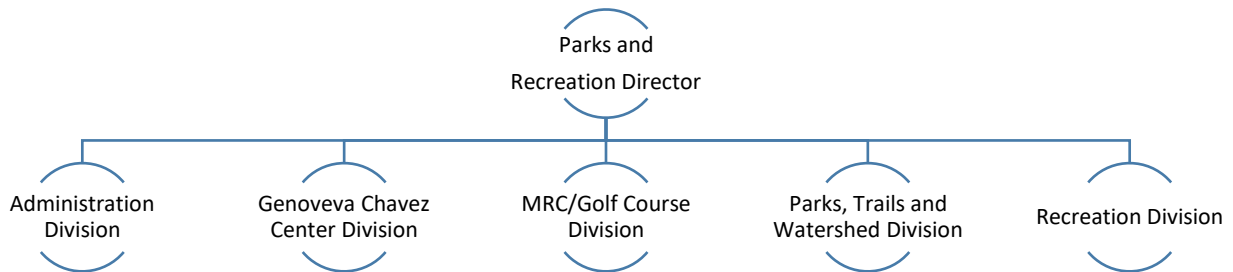
## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### G. PARKS AND RECREATION DEPARTMENT

JOHN P. MUNOZ, PARKS AND RECREATION DIRECTOR

#### Department Mission

The mission of the Department of Parks and Recreation is to empower team members to offer safe and exceptional experiences every day in the community green and open spaces, in the recreational centers, and through the cultural and healthy community activities.



#### Department Description of Services

The Parks and Recreation Department provides healthy indoor and outdoor fitness, play, and event opportunities. The team maintains clean and safe indoor and green and open space areas.



# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## CITY OF SANTA FE PARKS & RECREATION DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2019/20 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
Parks & Recreation Administration	127,255	264,630	359,899	386,002	26,103	6.8%
Genoveva Chavez Community Ctr.	5,403,203	4,245,437	4,703,102	4,849,902	146,800	3.0%
Municipal Recreation Complex	3,130,098	3,507,235	3,383,591	3,346,598	(36,993)	-1.1%
Parks, Trails & Watershed	6,031,820	7,124,657	6,626,025	7,074,636	448,611	6.3%
Recreation Division	2,326,392	2,416,526	2,415,686	2,851,061	435,375	15.3%
<b>TOTAL PARKS &amp; RECREATION</b>	<b>17,018,768</b>	<b>17,558,484</b>	<b>17,488,303</b>	<b>18,508,199</b>	<b>1,019,896</b>	<b>5.5%</b>

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
Salaries, Wages & Benefits	8,860,209	6,977,187	7,835,173	8,453,075	617,902	7.3%
Contractuals & Utilities	3,524,085	4,283,518	3,868,327	4,169,315	300,988	7.2%
Repairs & Maintenance	274,355	271,289	471,914	316,950	(154,964)	-48.9%
Supplies	728,645	728,761	800,490	827,808	27,318	3.3%
Insurance	394,149	430,122	472,813	404,551	(68,262)	-16.9%
Other Operating Costs	712,693	1,534,838	2,052,319	2,237,420	185,101	8.3%
Capital Purchases	220,250	251,543	220,264	198,589	(21,675)	-10.9%
Debt Service	1,119,125	1,259,037	1,275,358	1,275,815	457	0.0%
Transfers to Other Funds	1,185,258	1,822,189	491,645	624,676	133,031	21.3%
<b>TOTAL PARKS &amp; RECREATION</b>	<b>17,018,768</b>	<b>17,558,484</b>	<b>17,488,303</b>	<b>18,508,199</b>	<b>1,019,896</b>	<b>5.5%</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
General Fund	8,593,308	10,165,790	9,436,351	10,287,906	851,555	8.3%
Quality of Life	59,964	36,865	84,097	88,200	4,103	4.7%
Plaza Use Fund	28,449	25,517	25,000	25,000	-	0.0%
Recreation Fund	27,137	26,360	28,340	27,900	(440)	-1.6%
Municipal Recreation Complex (Golf)	1,390,154	1,400,012	1,559,271	1,555,512	(3,759)	-0.2%
MRC - FORE Kids Golf Tournament	6,563	8,638	6,480	11,400	4,920	43.2%
MRC - Sports Fields	216,905	170,492	126,898	153,119	26,221	17.1%
MRC - Debt Service	1,119,196	1,259,226	1,275,479	1,276,015	536	0.0%
Genoveva Chavez Community Center	5,403,203	4,245,437	4,703,102	4,849,902	146,800	3.0%
Railyard Parks	129,173	175,596	175,824	170,145	(5,679)	-3.3%
Special Recreation Leagues	44,717	44,551	67,461	63,100	(4,361)	-6.9%
<b>TOTAL PARKS &amp; RECREATION</b>	<b>17,018,768</b>	<b>17,558,484</b>	<b>17,488,303</b>	<b>18,508,199</b>	<b>1,019,896</b>	<b>5.5%</b>





## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### MUNICIPAL RECREATION COMPLEX DIVISION (MRC)

JENNIFER ROMERO, MRC MANAGER

#### Division Mission

The mission of Marty Sanchez Links de Santa Fe/MRC is to:

- Provide expert service and entertainment to our golf patrons and sports league users.
- Create a wholesome atmosphere for the enjoyment of the game of golf and our sports turf recreational users.
- Be a financially sound business.
- Make our citizens and visitors feel welcomed in our facility.
- Provide a pleasant work environment for our fellow employees.

Our commitment to these simple goals will ensure the growth of the golf course as well as our employees. Marty Sanchez Links de Santa Fe is committed to being the golf course of CHOICE for the citizens and visitors of Santa Fe.

#### Division Description of Services

The Municipal Recreation Complex is an outdoor recreational facility that encompasses a 1,200 acre property, a 27 hole golf course facility called Marty Sanchez Links de Santa Fe (MSL) and the MRC Sports Complex which offers a variety of sports playing fields including "Soccer Valley", four adult regulation size soccer fields, four softball fields (with concession/restroom amenities), two rugby fields (with concession/restroom amenities) and two hardball fields.





## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### PARKS, TRAILS AND WATERSHED DIVISION

RICHARD THOMPSON, DIVISION DIRECTOR

#### Division Mission

The Division's mission remains to build, operate and maintain safe, secure and enjoyable parklands for residents and visitors of Santa Fe.

#### Division Description of Services

The Division operates and maintains recreational venues throughout the City of Santa Fe. From sports turf facilities and ball courts to community gardens and special events, the Division incorporates numerous technologies across a multitude of scientific disciplines to cultivate native and introduced grasses, trees, shrubs and flowering plants. The team is comprised of two Superintendents and six Supervisors, the six Equipment Operators, eight Senior Maintenance Workers, twenty-one Maintenance Workers and five specialists, all of whom work diligently to perform a variety of tasks on daily basis. The classified specialist positions within the Division provide technical leadership in areas including electrical, horticulture and integrated pest management. The Division Director is supported by the Administrative Assistant and Project Specialist positions.





## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### RECREATION DIVISION

LIZ ROYBAL, RECREATION COMPLEX MANAGER

#### Division Mission

The mission of the Recreation Division is to courteously and equitably administer all programs and provide safe, quality facilities and services. The Division strives to foster open communication internally and with the public, private, civic and service organizations, to identify, meet and provide the ever changing recreational and leisure need of the citizens and visitors of City of Santa Fe. The Recreation Division maintains and improves a customer friendly recreation environment through professional administration and the application of sound management practices. The primary focus for the Division is to promote public wellbeing and an improved quality of life for all ages, abilities, special populations for our community.

#### Division Description of Services

The Recreation Division operates four recreational facilities within the City of Santa Fe. We develop and initiate a wide variety of Sports and Fitness Programs at various venues such as our swimming pools, gymnasiums, ice rink, weight/fitness rooms, racquet/handball courts which host a variety of classes including yoga, Zumba, Pilates, tai chi and various sports leagues such as basketball, pickleball, volleyball. We employ 120 Division employees that strive to provide excellent customer service and quality programming for the community.





# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## H. PLANNING AND LAND USE DEPARTMENT

CAROL JOHNSON, PLANNING AND LAND USE DIRECTOR

### Department Mission

The Planning and Land Use Department provides expert land use guidance supporting our community's desired future state. We achieve this by serving the public with integrity and honesty, solving problems through teamwork and creativity, accepting responsibility and accountability, and promoting equity and inclusion.



### Department Description of Services

The Planning and Land Use Department's activities involve safeguarding our community and shaping a more livable future. These goals are achieved by extensive coordination with other City Departments and outside agencies to review and approve development activities within the City of Santa Fe, assure compliance with policies and regulations adopted to protect the health and safety of our community members, and steward our precious resources. The Planning and Land Use Department is also responsible for protecting the City's rich history through the efforts of our Historic Preservation Division, and for envisioning the future with forward thinking policies and plans that come out of inclusive conversations with the community.



# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## CITY OF SANTA FE PLANNING & LAND USE DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2019/20 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
Land Use Administration	633,157	1,605,350	1,653,157	2,749,805	1,096,648	39.9%
Building Permit Division	842,484	632,005	620,332	763,411	143,079	18.7%
Current Planning	463,475	672,584	631,848	727,826	95,978	13.2%
Historic Preservation	349,419	373,256	386,687	478,202	91,515	19.1%
Inspections & Enforcement	1,496,220	1,460,888	1,397,473	1,376,210	(21,263)	-1.5%
Long-Range Planning	240,842	203,746	197,965	107,541	(90,424)	-84.1%
Metropolitan Planning Organization	295,190	308,443	381,740	399,666	17,926	4.5%
Technical Review	385,255	392,361	415,626	448,073	32,447	7.2%
<b>TOTAL PLANNING &amp; LAND USE</b>	<b>4,706,042</b>	<b>5,648,632</b>	<b>5,684,828</b>	<b>7,050,734</b>	<b>1,365,906</b>	<b>19.4%</b>

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
Salaries, Wages & Benefits	3,942,133	4,373,108	4,320,859	5,198,514	877,655	16.9%
Contractuals & Utilities	144,975	111,029	301,228	913,000	611,772	67.0%
Repairs & Maintenance	2,963	103	9,617	1,844	(7,773)	-421.5%
Supplies	82,791	75,249	105,620	94,234	(11,386)	-12.1%
Insurance	108,718	126,452	102,941	102,960	19	0.0%
Other Operating Costs	89,462	882,243	819,563	740,182	(79,381)	-10.7%
Capital Purchases	-	64,348	25,000	-	(25,000)	N/A
Transfers to Other Funds	335,000	16,100	-	-	-	N/A
<b>TOTAL PLANNING &amp; LAND USE</b>	<b>4,706,042</b>	<b>5,648,632</b>	<b>5,684,828</b>	<b>7,050,734</b>	<b>1,365,906</b>	<b>19.4%</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
General Fund	4,404,317	5,339,159	5,272,438	6,651,068	1,378,630	20.7%
Section 112 Grant	218,852	257,591	307,075	320,524	13,449	4.2%
Section 5303 Grant	76,338	50,853	74,665	79,142	4,477	5.7%
Archaeological Fund	-	947	29,250	-	(29,250)	N/A
Historic Preservation Grant	6,535	83	1,400	-	(1,400)	N/A
<b>TOTAL PLANNING &amp; LAND USE</b>	<b>4,706,042</b>	<b>5,648,632</b>	<b>5,684,828</b>	<b>7,050,734</b>	<b>1,365,906</b>	<b>19.4%</b>



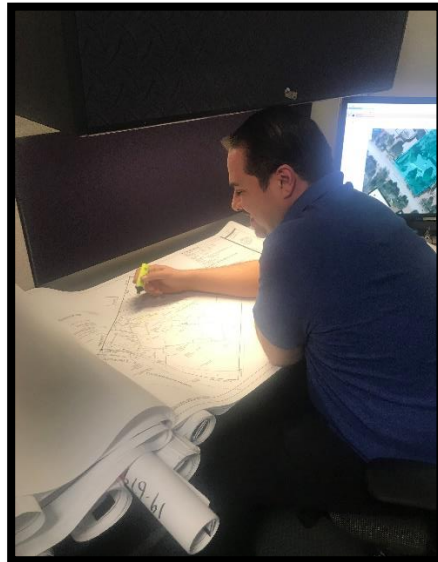
## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### BUILDING DIVISION

ELI ISAACSON, BUILDING DIVISION DIRECTOR

#### Division Description of Services

The Building Permit Division ensures code compliance for the preservation of life, safety, and the general welfare for the people of the City of Santa Fe through the performance of residential and commercial plan review and permit services. This Division is also responsible for administering the Green Building Code.







## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### COMPLIANCE DIVISION

GREG SMITH, COMPLIANCE DIVISION DIRECTOR

#### Division Description of Services

The Code Compliance Division is a new Division resulting from the merging of staff from Inspections and Enforcement and Short Term Rentals. The Division is responsible for investigating complaints and achieving compliance with the environmental and nuisance regulations found in Chapter 10, and use regulations from Chapter 14 of the Municipal Code, including those pertaining Short Term Rentals. The Division also inspects existing commercial buildings, and residential buildings used for home occupations, to ensure they meet minimum standards for compliance of current codes and zoning rules for Chapter 14.







# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## ENGINEERING DIVISION

NICK SCHIAVO, CITY ENGINEER

### Division Description of Services

The Engineering Division reviews and inspects planning cases and building permits for compliance with grading and drainage, landscaping, escarpment overlay, Americans with Disabilities Act (ADA), Gunnison's prairie dog, and floodplain policies and regulations. They also administer all of the financial guarantees required for the development of commercial projects and subdivisions. Additionally, the Division responds to citizen concerns about drainage, tree removal, and ADA compliance.





## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### HISTORIC PRESERVATION DIVISION

LISA ROACH, HISTORIC PRESERVATION MANAGER

#### Division Description of Services

The Historic Preservation Division administers the Historic and Archaeological Districts' overlay regulations and educates the public about historic preservation. In the course of administering these regulations, the Division consults with applicants, meets with interested parties, and manages the public meetings of the Historic Districts Review Board and the Archeological Review Committee.





## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### INSPECTIONS DIVISION

BOBBY PADILLA, INSPECTIONS DIVISION DIRECTOR

#### Division Description of Services

The Inspections and Enforcement Division safeguards the health, safety, and welfare of the citizens of Santa Fe by inspecting structures under construction to guarantee that they are built according to established minimum standards for structural, mechanical, plumbing, and electrical and ensures these structures are sound, safe, and sanitary. This Division is also responsible for responding to complaints regarding non-permitted construction and dangerous buildings.







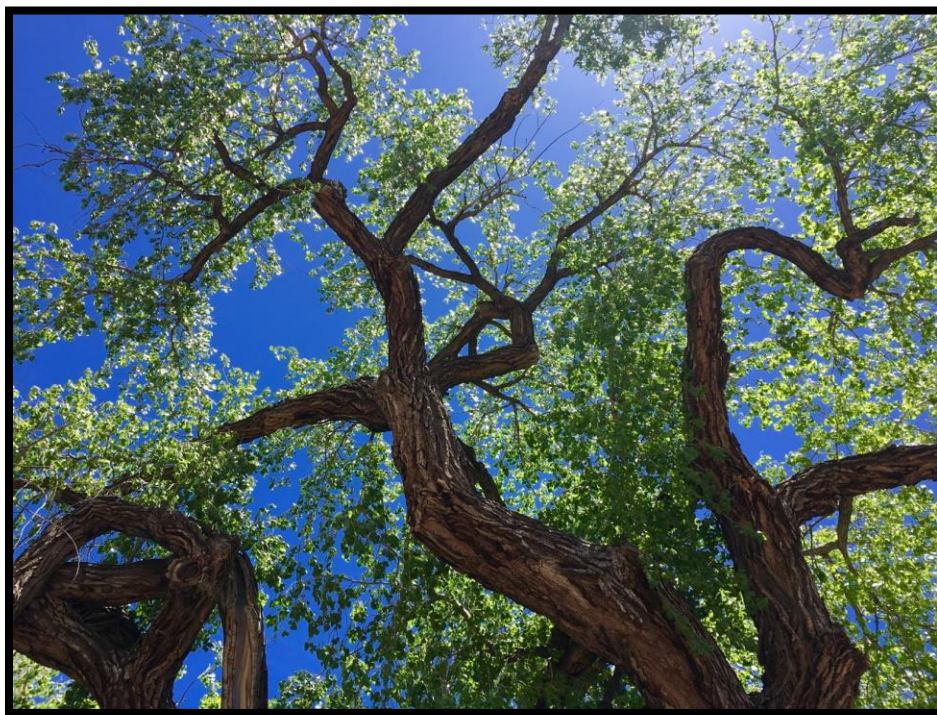
## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### METROPOLITAN PLANNING ORGANIZATION

ERICK AUNE, MPO OFFICER

#### Division Description of Services

The Santa Fe Metropolitan Planning Organization (MPO) member governments include the City of Santa Fe, Santa Fe County, and Tesuque Pueblo. MPO works within the Land Use Department and works collaboratively with other City and County transportation related departments. It has regular, monthly public meetings as forums for transportation issues and recommends actions through a Technical Coordinating Committee to the MPO Transportation Policy Board. The MPO submits a four-year Transportation Improvement Plan (TIP) and quarterly amendments to the State of New Mexico Department of Transportation. The TIP includes federally funded and/or regionally significant transportation projects and programs with identified funding.





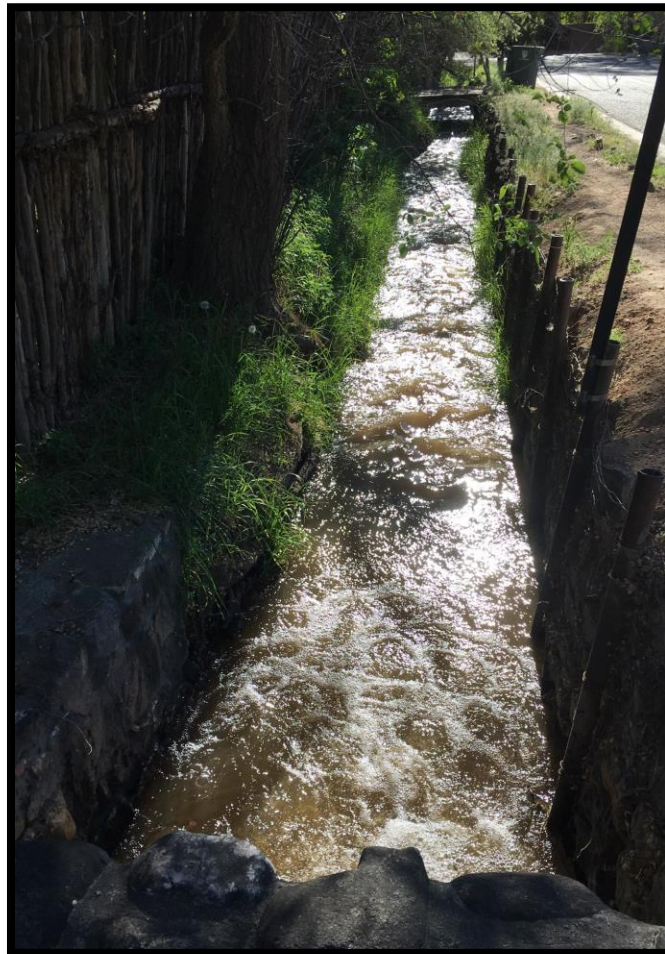
# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## PLANNING DIVISION

NOAH BERKE, PLANNER MANAGER

### Division Description of Services

The Planning Division consists of a merger of the Current and Long-Range Planning Divisions. It reviews development applications for compliance with the City's land development code and Land Use Department policies while providing information, guidance, and the highest possible level of customer service to applicants, neighborhoods, the City's Land Use Boards and the Governing Body. The Division is also responsible for developing plans and policies to guide the future development of Santa Fe in a manner that addresses the needs of the community, safeguards natural resources, and promotes equity and inclusion throughout the process.





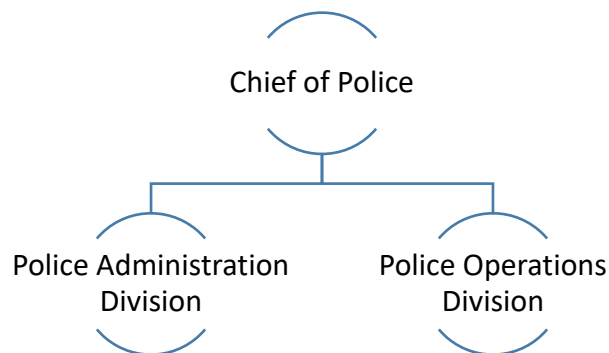
# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## I. POLICE DEPARTMENT

ANDREW PADILLA, CHIEF OF POLICE

### Department Mission

The mission of the Police Department is to provide City of Santa Fe residents and guests with a safe environment in which to live, work, and visit through professional service and quality policing. We will endeavor to foster open communication, mutual respect, absolute trust, integrity, and justice within our community by working together to prevent, reduce, and combat crime and illegal activity.



### Department Description of Services

The Police Department has the responsibility of preserving the peace, responding to law enforcement service requests and protecting life and property within the City limits. Police officers are available 24 hours a day, seven days a week to respond to calls for service, prevention of crimes, investigate criminal activity, apprehend suspects, investigate traffic incidents, and provide animal services. Detectives conduct special investigations ranging from property crimes to homicides. These activities are supported by professional staff; crime analysis, non-sworn positions, budget, effective records and evidence management and storage.





# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## CITY OF SANTA FE POLICE DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2019/20 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
Police Administration	7,711,694	8,198,682	9,702,416	8,858,447	(843,969)	-9.5%
Police Operations	18,398,886	19,639,922	19,599,071	18,819,990	(779,081)	-4.1%
<b>TOTAL POLICE DEPARTMENT</b>	<b>26,110,581</b>	<b>27,838,604</b>	<b>29,301,487</b>	<b>27,678,437</b>	<b>(1,623,050)</b>	<b>-5.9%</b>

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
Salaries, Wages & Benefits	19,745,505	20,008,310	19,996,587	18,916,429	(1,080,158)	-5.7%
Contractuals & Utilities	1,577,192	1,455,348	1,632,017	1,370,400	(261,617)	-19.1%
Repairs & Maintenance	140,514	43,089	103,000	64,000	(39,000)	-60.9%
Supplies	967,476	882,712	1,074,337	1,169,300	94,963	8.1%
Insurance	1,165,983	1,188,630	1,383,931	1,342,665	(41,266)	-3.1%
Other Operating Costs	1,442,126	2,641,486	3,440,630	3,168,339	(272,291)	-8.6%
Capital Purchases	975,996	943,725	1,620,681	1,597,000	(23,681)	-1.5%
Transfers to Other Funds	95,790	675,304	50,304	50,304	-	0.0%
<b>TOTAL POLICE DEPARTMENT</b>	<b>26,110,581</b>	<b>27,838,604</b>	<b>29,301,487</b>	<b>27,678,437</b>	<b>(1,623,050)</b>	<b>-5.9%</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
General Fund	22,495,788	24,087,914	25,521,288	24,680,121	(841,167)	-3.4%
Corrections Fee Fund	71,766	69,000	75,000	50,000	(25,000)	-50.0%
Federal Forfeiture Sharing	-	5,705	-	-	-	N/A
DWI School	59,213	43,656	52,680	45,680	(7,000)	-15.3%
Municipal GRT-Police	1,774,241	2,248,128	2,357,599	2,371,878	14,279	0.6%
Law Enforcement Protection Grant	110,719	152,130	124,800	120,000	(4,800)	-4.0%
Edward Byrne Justice Asst. Grants	33,216	-	25,215	20,000	(5,215)	-26.1%
Public Safety Special Revenue	823,207	712,302	315,300	118,348	(196,952)	-166.4%
DWI Forfeiture Program	279,977	503,500	445,900	204,410	(241,490)	-118.1%
Police Grants	-	-	-	-	-	N/A
Animal Control Spay/Neuter Program	62,153	-	-	68,000	68,000	100.0%
Animal Control Training/Education	57,083	16,268	73,000	-	(73,000)	N/A
Police Property Tax/Safety Fund	342,409	-	310,705	-	(310,705)	N/A
Camera Nuisance Abatement	8	-	-	-	-	N/A
Railyard Security Fund	802	-	-	-	-	N/A
<b>TOTAL POLICE DEPARTMENT</b>	<b>26,110,581</b>	<b>27,838,604</b>	<b>29,301,487</b>	<b>27,678,437</b>	<b>(1,623,050)</b>	<b>-5.9%</b>





# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## POLICE ADMINISTRATION DIVISION

ROBERT VASQUEZ, DEPUTY CHIEF OF POLICE

### Division Mission

The Administration Division provides logistical support for the Police Department's day-to-day operations. This means that civilian and sworn personnel assigned to the division provide logistical and administrative support through the following administrative services.

### Division Description of Services

Direct and oversee the Department's fiscal budget, maintain the public trust through the professional standards division, maintain and equip personnel with proper and life-saving equipment to include police vehicles; recruit, educate, and train civilian and sworn personnel with basic and advanced training to enhance operational efficiency and effectiveness, clearly communicate with the community through a public information officer and community relations unit, maintain the integrity of evidence and records, and sustain effective programs to minimize and address DWI offenses.





# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## POLICE OPERATIONS DIVISION

BEN VALDEZ, DEPUTY CHIEF OF POLICE

### Division Mission

The mission of the Operations Division is to protect lives, property and the rights of all people and to maintain order and enforce the law impartially.

### Division Description of Services

The Operations Division is comprised of sworn and non-sworn personnel who respond to calls for service, conduct proactive patrols, conduct criminal investigations and enforce State laws and City ordinances. The personnel are assigned to patrol, criminal investigations, support operations, and special operations who work tirelessly to protect and serve our City's residents and guests. Personnel are charged with providing a safe environment in which to live, work, and visit through professional service and quality policing.





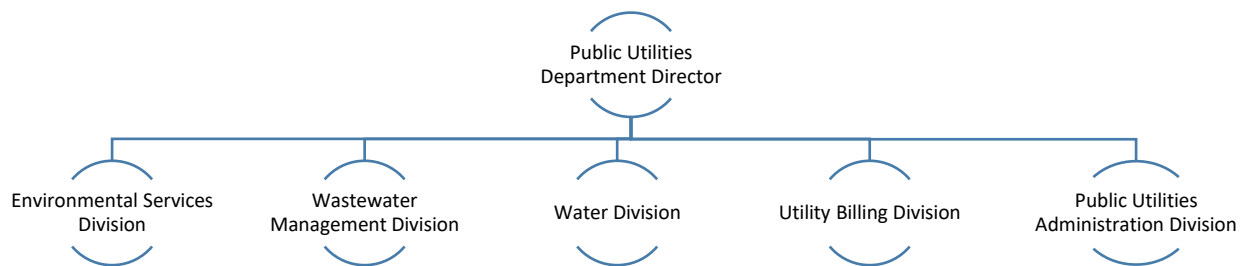
## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### J. PUBLIC UTILITIES DEPARTMENT

SHANNON JONES, PUBLIC UTILITIES DIRECTOR

#### Department Mission

The Mission of the City of Santa Fe Public Utilities Department is to efficiently manage water, wastewater, solid waste and billing services, consistent with Federal and State regulations and the policies of the City of Santa Fe. The Department provides consistent and reliable service to its customers in order to meet their needs and provide for their quality of life.



#### Department Description of Services

Water, Utility Billing and Customer Service, Environmental Services, and Wastewater Management Divisions.



# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## CITY OF SANTA FE PUBLIC UTILITIES DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2019/20 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
Public Utilities Administration	369,527	709,825	711,757	696,862	(14,895)	-2.1%
Environmental Services	24,250,282	15,777,175	18,059,615	18,858,195	798,580	4.2%
Utility Customer Service	3,318,005	4,931,160	5,386,467	4,589,295	(797,172)	-17.4%
Wastewater Management	15,775,855	14,695,858	24,351,359	14,630,433	(9,720,926)	-66.4%
Water Operations	37,975,892	33,359,611	32,860,712	30,323,639	(2,537,073)	-8.4%
<b>TOTAL PUBLIC UTILITIES</b>	<b>81,689,561</b>	<b>69,473,630</b>	<b>81,369,910</b>	<b>69,098,424</b>	<b>(12,271,486)</b>	<b>-17.8%</b>

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
Salaries, Wages & Benefits	23,842,915	11,474,965	19,186,893	19,651,579	464,686	2.4%
Contractuals & Utilities	11,898,944	6,955,608	13,905,996	9,761,449	(4,144,547)	-42.5%
Repairs & Maintenance	1,904,885	2,259,388	3,017,695	2,715,213	(302,482)	-11.1%
Supplies	1,923,548	2,073,088	3,580,181	3,137,894	(442,287)	-14.1%
Insurance	989,100	894,565	1,049,471	1,021,576	(27,895)	-2.7%
Other Operating Costs	12,545,113	13,093,308	14,728,611	15,982,760	1,254,149	7.8%
Capital Purchases	2,927,893	3,635,953	2,788,842	2,631,091	(157,751)	-6.0%
Debt Service	14,581,699	6,993,671	7,112,722	8,912,213	1,799,491	20.2%
Transfers to Other Funds	11,075,465	22,093,084	15,999,499	5,284,649	(10,714,850)	-202.8%
<b>TOTAL PUBLIC UTILITIES</b>	<b>81,689,561</b>	<b>69,473,630</b>	<b>81,369,910</b>	<b>69,098,424</b>	<b>(12,271,486)</b>	<b>-17.8%</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
General Fund	284,160	313,335	281,204	286,886	5,682	2.0%
Santa Fe Beautiful Grant	32,078	21,511	47,643	84,599	36,956	43.7%
Utilities Administration	369,527	709,825	711,757	696,862	(14,895)	-2.1%
Utilities Control	-	1,191,900	-	-	-	N/A
Utility Customer Service	3,318,005	3,739,260	5,386,467	4,589,295	(797,172)	-17.4%
Environmental Services	23,835,984	15,346,358	17,572,288	18,320,480	748,192	4.1%
Environmental Svcs. Paper Bag Fee	98,060	95,971	158,480	166,230	7,750	4.7%
Water Division Operating Fund	34,224,326	23,662,580	32,127,934	29,895,704	(2,232,230)	-7.5%
Water Debt Service	816	3,746,246	-	735	735	100.0%
Water Acquisition Fund	-	113	-	-	-	N/A
Water Reserve for Arbitrage	-	118	-	-	-	N/A
River/ Water Conservation	460,816	321,136	732,778	427,200	(305,578)	-71.5%
¼% Water GRT Fund	3,289,934	5,629,417	-	-	-	N/A
Wastewater Management	13,806,324	14,695,858	23,533,251	14,630,433	(8,902,818)	-60.9%
Wastewater Impact Fees	1,969,531	-	818,108	-	(818,108)	N/A
<b>TOTAL PUBLIC UTILITIES</b>	<b>81,689,561</b>	<b>69,473,630</b>	<b>81,369,910</b>	<b>69,098,424</b>	<b>(12,271,486)</b>	<b>-17.8%</b>



## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### ENVIRONMENTAL SERVICES DIVISION

SHIRLENE SITTON, ENVIRONMENTAL SERVICES DIVISION DIRECTOR

#### Division Mission

Committed to the protection of our environment, our community and our people.

#### Division Description of Services

The Environmental Services Division (ESD) is the sole-source provider of municipal solid waste collection from residential and commercial sources for the City of Santa Fe. The ESD collects trash and recycling from approximately 34,000 single-family homes, and about 2,500 businesses, institutions, and multi-family complexes.

The ESD consists of several sections:

- ESD Collection Operations includes the Residential Refuse, Residential and Commercial Recycling, and Commercial Refuse sections, as well as Container Maintenance, which includes the welding team and the cart maintenance team. Residential collections are conducted Monday through Friday, whereas commercial collections run six days a week, Monday through Saturday.
- The Fleet Maintenance section is responsible for repair and maintenance of the collection vehicles, plus the Division's light vehicles, for a total of 72 vehicles.
- The Administration section includes the management team, customer service/field support employees, and our outreach and education group, which also includes recycling marketing, compliance, Sustainability, Keep Santa Fe Beautiful (KSFB), and Graffiti. The Graffiti section is overseen by ESD, but is funded by the General Fund. KSFB receives grant funding, and is a partnership between the City and the 501(c)(3) organization, overseen by its Board of Directors.





## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### WASTEWATER MANAGEMENT DIVISION

MICHAEL DOZIER, WASTEWATER DIVISION DIRECTOR

#### Division Mission

It is the primary mission and objective of the Wastewater Management Division to ensure that all sanitary sewage produced within the City's service area is collected, conveyed, and treated in compliance with local, State, and Federal regulations and guidelines, and to protect the public's environment, health/safety, and welfare.

#### Division Description of Services

Wastewater management services include maintenance and repair of the City's collection system, wastewater treatment plant, solids management system, and reuse facilities. Wastewater management treats sanitary sewage produced in the City of Santa Fe's service area to protect the public's environment, health/safety, and welfare. Wastewater management produces compost and reuse irrigation water to assist public and private industries in mitigating waste for a better tomorrow.







# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## WATER DIVISION

RICK CARPENTER, WATER DIVISION DIRECTOR

### Division Mission

Efficiently manage and deliver an adequate, reliable, safe and sustainable water supply to meet community and customer needs in accordance with City of Santa Fe policy.

### Division Description of Services

Run and maintain the areas of Transmission and Distribution, Engineering, Water Conservation, Water Resources, Source of Supply, Buckman Direct Diversion Facility.







## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### UTILITY BILLING DIVISION

KATHY VALDEZ, UTILITY BILLING DIVISION INTERIM DIRECTOR

#### Division Mission

The mission of Utility Billing is to provide excellent customer service for Santa Fe residents. To ensure accurate billing services and timely collections of all past due accounts. We provide a one-stop for all utility customer needs that includes water service, environmental services and waste water service.

#### Division Description of Services

Utility Billing provides prompt and courteous customer service, accurate water meter readings, timely billing for water, refuse, sewer and storm-water services, and proactive collection services for delinquent accounts. Receive City of Santa Fe payments in cash, checks or credit cards.





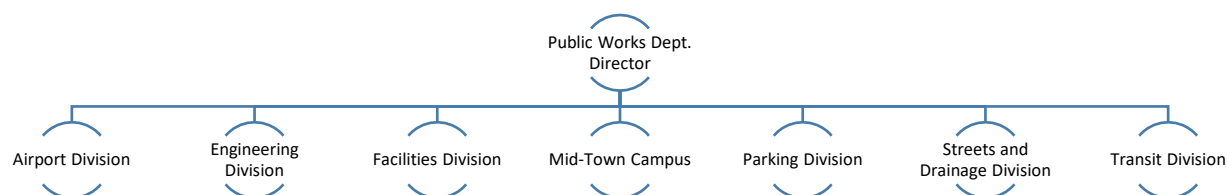
## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### K. PUBLIC WORKS DEPARTMENT

REGINA WHEELER, PUBLIC WORKS DEPARTMENT DIRECTOR

#### Department Mission

The Public Works Department strives to provide high quality infrastructure for a sustainable, user friendly and vital City.



#### Department Description of Services

The Public Works Department design, builds, maintains and operates the City's transportation, facilities and storm water infrastructure. It is through thoughtful stewardship of this infrastructure, that the City will realize many of its resiliency, economic development, and family friendly goals.

The quality of this infrastructure affects every resident's, visitor's, employee's and business person's daily experience of Santa Fe. The six Public Works divisions: Airport, Engineering, Facilities, Parking, Streets and Transit, supported by three hundred employees, have the expertise, responsibility and dedication to realizing these goals for the City.

The Public Works Department plans and manages the City's capital improvement projects for parks, buildings, roads, trails, sidewalks, parking facilities, airport, transit and storm water. In FY20, Public Works expects to manage approximately \$70 million in capital projects in partnership with every Department in the City.

The Department is also responsible for constructing, operating and maintaining the infrastructure and partnerships for the Railyard and facilities, grounds and infrastructure at the Midtown campus.



# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## CITY OF SANTA FE PUBLIC WORKS DEPARTMENT - EXPENDITURES SUMMARY FISCAL YEAR 2019/20 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
Public Works Administration	2,944,791	2,282,217	2,216,694	2,510,857	294,163	11.7%
Airport Division	2,916,748	2,846,582	3,964,753	3,625,062	(339,691)	-9.4%
Engineering Division	4,677,902	5,065,854	6,635,103	6,392,418	(242,685)	-3.8%
Facilities Maintenance	3,428,272	4,752,287	4,789,981	5,258,122	468,141	8.9%
Midtown Campus	2,234,543	2,222,114	3,094,263	3,512,348	418,085	11.9%
Parking Division	7,262,051	5,726,756	6,033,813	7,390,289	1,356,476	18.4%
Streets & Drainage Maintenance	4,942,314	5,248,856	5,451,634	5,494,825	43,191	0.8%
Transit	12,156,496	9,194,891	13,144,817	13,363,382	218,565	1.6%
<b>TOTAL PUBLIC WORKS</b>	<b>40,563,117</b>	<b>37,339,556</b>	<b>45,331,058</b>	<b>47,547,303</b>	<b>2,216,245</b>	<b>4.7%</b>

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
Salaries, Wages & Benefits	20,279,318	15,720,671	18,328,049	18,670,452	342,403	1.8%
Contractuals & Utilities	2,652,894	3,156,220	4,573,231	5,131,208	557,977	10.9%
Repairs & Maintenance	922,755	974,998	1,461,666	2,765,416	1,303,750	47.1%
Supplies	1,584,926	1,376,425	1,627,951	2,000,312	372,361	18.6%
Insurance	880,191	983,385	1,089,203	1,066,927	(22,276)	-2.1%
Other Operating Costs	2,660,170	3,792,649	4,365,439	4,886,358	520,919	10.7%
Capital Purchases	1,223,595	1,570,660	5,077,780	4,694,814	(382,966)	-8.2%
Debt Service	5,809,559	4,925,124	4,377,512	4,602,438	224,926	4.9%
Transfers to Other Funds	4,549,709	4,839,423	4,430,227	3,729,378	(700,849)	-18.8%
<b>TOTAL PUBLIC WORKS</b>	<b>40,563,117</b>	<b>37,339,556</b>	<b>45,331,058</b>	<b>47,547,303</b>	<b>2,216,245</b>	<b>4.7%</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
General Fund	7,025,389	9,406,587	10,502,907	11,215,201	712,294	6.4%
Ridefinders Program	93,658	88,758	100,815	94,655	(6,160)	-6.5%
Storm Water Drainage	1,134,065	1,231,164	2,235,565	2,180,485	(55,080)	-2.5%
Roads Impact Fees	1,144,643	-	200,000	-	(200,000)	N/A
½% GRT Income Fund	1,609,595	1,688,611	2,022,768	1,985,850	(36,918)	-1.9%
Paved Street Rehabilitation	2,340,966	3,250,836	2,222,356	2,279,815	57,459	2.5%
Parking Enterprise Fund	6,435,956	4,788,042	5,653,813	6,450,953	797,140	12.4%
Parking Debt Service	826,095	938,714	380,000	939,336	559,336	59.5%
Transit Bus Operations	10,627,423	7,392,357	8,905,078	9,595,043	689,965	7.2%
Transit Debt Service	342,858	342,583	342,859	343,081	222	0.1%
Transit Federal Grants	1,912	318,600	2,226,408	2,176,408	(50,000)	-2.3%
Santa Fe Paratransit Operations	1,090,645	1,052,592	1,569,657	1,154,195	(415,462)	-36.0%
Airport Operations Fund	1,849,713	1,766,560	3,132,153	3,625,062	492,909	13.6%
Airport Terminal Fund	471,075	427,147	646,666	-	(646,666)	N/A
Airport Landside Fund	242,116	165,449	-	-	-	N/A
Air Service Development	208,118	381,882	102,095	-	(102,095)	N/A
Railyard Development/Operations	2,454,999	1,479,084	1,598,108	1,598,304	196	0.0%
Railyard - Market Station	429,348	398,476	395,547	396,567	1,020	0.3%
College of Santa Fe	2,234,543	2,222,114	3,094,263	3,512,348	418,085	11.9%
<b>TOTAL PUBLIC WORKS</b>	<b>40,563,117</b>	<b>37,339,556</b>	<b>45,331,058</b>	<b>47,547,303</b>	<b>2,216,245</b>	<b>4.7%</b>



## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### AIRPORT DIVISION

MARK BACA, AIRPORT MANAGER

#### Division Mission

The Santa Fe Regional Airport is a key economic engine for Northern New Mexico. As it continues to grow in a safe and secure environment, the airport will provide all users with superior service, work toward realistic sustainability goals, represent our character and culture, and be a good neighbor as well as a great place to work.

#### Division Description of Services

Operate and maintain the Santa Fe Regional Airport including manage users of the property, build and maintain infrastructure, collaborate with stakeholders and service providers to ensure high quality services to the community, compliance with FAA and Homeland Security Regulations, pursuit and management of grant funding.







# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## ENGINEERING DIVISION

JOHN ROMERO, TRAFFIC ENGINEERING DIVISION DIRECTOR

### Division Mission

Operate and maintain the Santa Fe Regional Airport including manage users of the property, build and maintain infrastructure, collaborate with stakeholders and service providers to ensure high quality services to the community, compliance with FAA and Homeland Security Regulations, pursuit and management of grant funding.

### Division Description of Services

- Traffic engineering and operations.
- Roadway and trail planning design and construction.
- Storm water infrastructure design, construction and maintenance.
- ADA sidewalk infrastructure planning, design and construction.





# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## FACILITIES DIVISION

MICHAEL RODRIGUEZ, FACILITIES DIVISION DIRECTOR

### Division Mission

The mission of the Facilities Division is to deliver safe, sustainable, functional, clean and cost-effective public facilities for intended uses.

### Division Description of Services

- Capital project planning and project management.
- Custodial services.
- Facilities preventive and emergency maintenance.
- Midtown property maintenance management.





## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

### **MID-TOWN DIVISION**

SAM BURNETT, PROJECT MANAGER

#### **Division Mission**

The primary mission of the Mid-Town Campus division is to manage the facilities and property while the City determines the redevelopment of the site.

#### **Division Description of Services**

Mid-Town Campus (MTC) manages the security, maintenance and use of the land, buildings and infrastructure of the Campus. In addition, the MTC Division works with other Departments to develop a process to determine how to manage towards the disposal of the MTC's assets.





# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## PARKING DIVISION

NOEL CORREIA, PARKING DIVISION DIRECTOR

### Division Mission

The Parking Division is committed to providing efficient and adequate supply of parking spaces throughout the City to serve the needs of our community and visitors; while, at the same time, ensuring the success of the municipal parking system.

### Division Description of Services

- Parking facility operations and maintenance.
- Parking enforcement.
- Parking revenue assurance.
- Administration, including fine adjudication.
- Parking agreements and special arrangements with local businesses and nonprofits.





## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### STREETS AND DRAINAGE DIVISION

JAVIER MARTINEZ, STREETS AND DRAINAGE DIVISION DIRECTOR

#### Division Mission

To ensure safe mobility for the citizens of Santa Fe through maintenance and rehabilitation of public streets, sidewalks, trails and drainage ways.

#### Division Description of Services

Maintenance of the streets, sidewalk, trails and drainage infrastructure of the City of Santa Fe. The tasks include snow removal, concrete construction, grading, sweeping, pavement maintenance, engineering/inspection, drainage maintenance, and administration.





## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### TRANSIT DIVISION

KEITH WILSON, TRANSIT DIVISION DIRECTOR AND THOMAS MARTINEZ, DIRECTOR OF OPERATIONS AND MAINTENANCE

#### Division Mission

To provide transit service in Santa Fe to get area residents and visitors wherever life takes them using low carbon, multi modal transportation options.

#### Division Description of Services

The Transit Division oversees and manages the day-to-day operations of three distinct transit programs including the Santa Fe Trails fixed-route bus system, the Santa Fe Pick-Up system which is a fare-free circulator service to the Downtown, Canyon Road, and Museum Hill, and the Santa Fe Ride Complimentary ADA Paratransit system which serves the elderly and disabled population with curb-to-curb service. The Transit Division also provides special bus service for the Folk Art Market, Spanish Market, Indian Market, Zozobra and the Canyon Road Faralito Walk.







## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### L. TOURISM SANTA FE DEPARTMENT

RANDY RANDALL, TOURISM DEPARTMENT DIRECTOR

#### Department Mission

Promote economic development through tourism by positioning Santa Fe as a world-class destination that offers leisure and business travelers, unique and authentic experiences in a memorable, beautiful, and culturally and historically significant setting.



#### Department Description of Services

Promote the City through marketing, direct sales, event creation and a grant program for non-profit visual and performing arts organizations. It also markets and operates the Community Convention Center and provides support to the City for public art programming and management.





# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## CITY OF SANTA FE TOURISM SANTA FE - EXPENDITURES SUMMARY FISCAL YEAR 2019/20 PROPOSED BUDGET

SUMMARY BY DIVISION	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
Santa Fe Civic Center	11,835,975	5,982,266	6,295,236	7,780,576	1,485,340	19.1%
Visitors Bureau	4,122,226	5,114,848	4,664,093	4,927,998	263,905	5.4%
<b>TOTAL TOURISM SANTA FE</b>	<b>15,958,201</b>	<b>11,097,114</b>	<b>10,959,329</b>	<b>12,708,574</b>	<b>1,749,245</b>	<b>13.8%</b>

SUMMARY BY CATEGORY	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
Salaries, Wages & Benefits	2,574,175	2,801,754	2,750,758	2,952,772	202,014	6.8%
Contractuals & Utilities	1,370,351	1,230,154	1,488,654	1,354,290	(134,364)	-9.9%
Repairs & Maintenance	116,620	89,504	166,357	97,000	(69,357)	-71.5%
Supplies	151,086	155,105	187,100	223,600	36,500	16.3%
Insurance	54,846	66,246	57,441	57,503	62	0.1%
Other Operating Costs	2,056,102	2,838,989	2,861,123	2,805,418	(55,705)	-2.0%
Capital Purchases	21,207	169,823	661,751	2,141,000	1,479,249	69.1%
Debt Service	9,442,901	2,175,234	2,766,659	3,076,991	310,332	10.1%
Transfers to Other Funds	170,913	1,570,305	19,486	-	(19,486)	N/A
<b>TOTAL TOURISM SANTA FE</b>	<b>15,958,201</b>	<b>11,097,114</b>	<b>10,959,329</b>	<b>12,708,574</b>	<b>1,749,245</b>	<b>13.8%</b>

SUMMARY BY FUND	ACTUAL EXPENDITURES 2016/17	ACTUAL EXPENDITURES 2017/18	2018/19 MIDYEAR BUDGET	PROPOSED BUDGET 2019/20	\$ CHANGE 2018/19 vs. 2019/20	% CHANGE 2018/19 vs. 2019/20
Marketing Lodgers Tax (50%)	3,951,313	5,114,848	4,664,093	4,927,998	263,905	5.4%
Convention Center-Lodgers Tax	-	1,476,863	-	-	-	N/A
Wayfinding Signage	170,913	-	-	-	-	N/A
Civic Convention Center	2,716,028	2,297,991	3,528,336	4,703,535	1,175,199	25.0%
Convention Center Debt Service	9,119,948	2,207,412	2,766,900	3,077,041	310,141	10.1%
<b>TOTAL TOURISM SANTA FE</b>	<b>15,958,201</b>	<b>11,097,114</b>	<b>10,959,329</b>	<b>12,708,574</b>	<b>1,749,245</b>	<b>13.8%</b>



# FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

## COMMUNITY CONVENTION CENTER OPERATIONS DIVISION

MELANIE MOORE, SFCCC OPERATIONS MANAGER

### Division Mission

Offer outstanding facilities and services for business meetings, public gatherings, social events and City meeting needs.

### Division Description of Services

Set up and tear down for meetings and events, facility maintenance, ongoing facility upgrade, coordination of third-party service providers.





## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### VISIT SANTA FE DIVISION

DAVID CARR, DIRECTOR OF SALES AND JORDAN GUENTHER, MARKETING DIRECTOR

#### Division Mission

Increase hotel and short-term rental occupancy through effectively marketing to leisure travelers and direct sales efforts to groups and business meetings. Support and/or create events and programs that enhance visitation.

#### Division Description of Services

Management of advertising, public relations, social media, direct group sales, booking of Community Convention Center, event creation, event support, OTAB grants, visitor centers, liaison to Film Commission.







## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

### **VIII. FY20 CAPITAL BUDGET**

The City of Santa Fe has a well-established need to invest in its capital infrastructure. The long economic downturn that resulted from the Great Recession was sorely felt at the local level, leading to extensive deferred maintenance. As recently as 2015, the City faced a \$15 million deficit in operating revenue compared to expenditures. That deficit was addressed with budget cuts and freezes, exacerbating infrastructure challenges. The lack of investment in capital infrastructure has hindered important public services, including libraries, recreation centers, public safety operations, and internal City processes.

The City has done significant work to strengthen its financial position. Since 2014, the City has been active in refunding or paying off outstanding debt to lower interest costs and debt burdens. Our current bond rating from Fitch and Standard and Poor's is AA+, one of the strongest ratings in the State.

From 2014 to 2018 the City did not issue any senior lien GRT bonds for capital improvements. So last year, to begin addressing the City's capital infrastructure needs, the City issued the 2018 Gas Tax Bond which has funded significant road re-paving work throughout the City.

Additionally, in the Fall of 2018 City of Santa Fe issued a \$20 million, Senior Lien Gross Receipts Tax (GRT) Bond. This bond issue did not increase taxes. The GRT Bond Issue enabled, the City to commit future Gross Receipts Tax revenue to finance the cost of the improvements, which more fairly spreads the cost over both current and future users of the facilities and services. GRT bonds fund a host of capital improvements that directly affect the basic needs and quality of life of every Santa Fe resident. Improvements funded with the \$20 million 2018 GRT bond issuance include fire facilities, public safety radio systems parks and recreation facilities, libraries, senior centers and community centers, and more.

Most recently, in the Winter of 2019, the City of Santa Fe made history by selling the State's first-ever certified green bond, positioning the City as a leader in sustainable projects. The bonds, which were certified at the highest rating in February by the Climate Bonds Initiative, an international nonprofit seeking to mobilize the \$100 trillion bond market for climate change solutions, will fund the City's new eco-friendly wastewater system. The bonds will be used to replace the City's antiquated wastewater system with an environmentally-friendly version. The new system will use the methane gas byproduct to generate electricity and heat. The City currently purchases most of the electricity to run the facility from PNM's grid. By using the waste heat to warm the anaerobic digesters, the City will eliminate the need to buy natural gas and flare the methane, a greenhouse gas. This conversion means the facility will no longer produce 3,100 metric tons of carbon dioxide equivalent per year. That's the same as taking more than 600 homes off the grid annually or taking nearly 800 cars off the roads annually. Combined with the facility's existing solar panels, up to 94 percent of the wastewater plant's operational energy requirements will come from renewable energy.

The event marked not only the first sale of green bonds in New Mexico, but the first sale of green bonds in the State certified by the Climate Bonds Initiative and the first time the global organization has certified an anaerobic digester as green. The City had about a dozen new investors bidding on our bonds, citing the Green Bond status as the reason for bidding. There were \$52



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

million of bids for \$13.5 million issuance, \$1.1 million of which were from local investors. The \$13.5 million in green bonds will fund the new system over 20 years, at a time when interest rates are near historic lows. The City's Finance Department recognized the project could qualify for green bond certification and that such a designation would align with Santa Fe's Sustainable Santa Fe 25-Year Plan, which the City Council adopted in 2018. The plan lays out the City's commitment to carbon neutrality and sustainability planning. The City could have opted to self-certify, which is the lowest standard for green bonds. The Mayor instead went for the highest standard, which is Climate Bonds Initiative certification. To qualify, the firm First Environment had to verify that the project was green and that bond proceeds would be used to fund it.

### **State Capital Outlay**

For the City of Santa Fe, the 2019 Legislative Session produced more than \$12 million in capital outlay investments appropriated by the Legislature and signed into law by Governor Michelle Lujan Grisham. The capital outlay investments to address much need and long-deferred improvements to the terminal at the Santa Fe Regional Airport, the development of a teen center on the south side, the solarization of City buildings, the construction of public restrooms on the Plaza. A more detailed breakdown of the investment allocations is below:

- \$9,000,000 for the planning, design, and construction of a terminal at the Santa Fe Regional Airport
- \$1,100,000 for phase 1 of the Southside Teen Center
- \$925,000 for the solarization of City facilities
- \$550,000 for public restrooms near the Plaza
- \$117,000 for a bulletproof window at the Santa Fe Municipal Court

Additionally, funding was obtained for the following City Council District capital outlay priorities:

- \$250,000 for improvements to the soccer fields in the Santa Fe Municipal Recreation Complex
- \$200,000 for sidewalk and lighting Improvements on Harrison Road
- \$125,000 for improvements to the intersection at Agua Fria and South Meadows
- \$133,540 for equipment and vehicle purchases for the Mary Esther Gonzales Senior Center
- \$50,000 for improvements to the Museum Hill Campus

Finally, another approximately \$20 million from the Road Fund may be available for City roads, including Osage to St. Francis, Cerrillos to St. Michaels, and Rosario to Paseo de Peralta.



## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### City of Santa Fe FY20 CIP Budget Proposal

<b><u>CIP Project Name</u></b>	<b><u>FY 20 Proposed CIP Budget</u></b>
ADA Improvements	6,089
Agua Fria/Cottonwood Dr Intersection	18,520
Agua Fria/S. Meadows Intersection	125,000
Airport CIP Projects	13,153,898
Art for CIP Projects	673,787
Bridge Rehabilitation	24,073
Broadband Infrastructure	296,418
City Hall	600,000
Citywide Traffic Calming	11,992
Constituent Request Management (CRM) System	100,000
ERP Financial Software	3,131,000
Fire Station #2	6,435,995
Fort Marcy Improvements	71,966
Fort Marcy Renovation	687,000
GCCC CIP Projects	5,272,818
Guadalupe Street	32,449
Harrison Road Sidewalk/Lighting Improvements	200,000
Intersection Safety Projects	28,449
Kitchen Angels CIP	432,234
Land Use System Modernization	1,264,905
Library - Main	155,000
Library - Southside	165,000
Mary Esther Gonzales (MEG) Senior Center Cafeteria Addition	235,000
Mary Esther Gonzales (MEG) Senior Center Vehicles/Equipment	133,540
MRC CIP Projects	750,000
Municipal Court	117,000
Municipal Facility Repair	1,006,071
Museum Hill Campus Improvements	50,000
Network Upgrades - ITT	338,513
Parks - Portable Special Events Stage	172,950
Parks & Recreation CIP	1,850,000
Paved Street Resurfacing	110,819
Plaza Public Restrooms	550,000
Public Safety Radio/Wireless	2,500,000



## FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET

### City of Santa Fe FY20 CIP Budget Proposal Continued

<u>CIP Project Name</u>	<u>FY 20 Proposed CIP Budget</u>
Rail Trail - All Segments	721,496
Railyard CIP Projects	125,000
Restore Bridges at Urban Trails	235,000
River Trail	51,383
Road Sharrow Project	312,824
Safety Misc. Projects	38,726
Salvador Perez	2,624,762
Santa Fe University of Art and Design	1,100,000
Senior Center Improvements	46,030
Senior Center Renovations	311,676
Siler Building	469,328
Siringo Road Facility	120,000
Small Sidewalks	462,742
Solarization of City Facilities	925,000
Southside Teen Center CIP	2,100,000
St. Francis Trail Crossing	30,924
Street Light Compliance	80,821
Streets (Gas Tax) Projects	6,329,543
SWAN Park	891,255
Transit CIP Projects	378,963
Tree Roots and Pavers, Plaza	60,000
Wastewater CIP Projects	17,196,515
Water CIP Projects	3,948,813
Watershed Maintenance	1,688
<b>Total FY20 CIP Budget</b>	<b>79,262,976</b>

\*Includes all existing project, expected roll-over amounts

\*\* Includes 2019 State Capital Outlay projects



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

### **IX. GLOSSARY OF TERMS AND ABBREVIATIONS**

#### **TERMS**

**ACCOUNT** - An entity for recording specific revenues or expenditures, or for grouping related or similar classes of revenues and expenditures and recording them within a fund or department

**ACCOUNTING SYSTEM** - The total set of records and procedures that are used to record, classify, and report information on the financial status and operations of the entity (See also Accrual Basis of Accounting, Modified Accrual Basis of Accounting, and Cash Basis of Accounting)

**ACCRUAL BASIS OF ACCOUNTING** - The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at the time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at the time or not)

**ACTIVITY** - Departmental efforts that contribute to the achievement of a specific set of program objectives; the smallest unit of the program budget

**AD VALOREM TAXES** - Commonly referred to as property taxes levied on both real and personal property according to the property's valuation and the tax rate

**ADOPTED BUDGET** - A financial plan for the fiscal year beginning July 1

**ALLOT** - To divide an appropriation into amounts that may be encumbered or expended during an allotment period

**ANNUALIZE** - To calculate the value of a resource or activity for a full year

**APPROPRIATION** - An authorization made by the City Council that permits the City to incur obligations and to make expenditures of resources

**ARBITRAGE** - The practice of taking advantage of a price difference between two or more markets

**ASSESSED VALUATION** - A value established on real and personal property for use as a basis for levying property taxes (Note: In New Mexico, property values are established by the County)

**ASSESSMENT RATIO** - The ratio at which the tax rate is applied to the tax base

**ASSET** - Property owned by a government or other entity that has a monetary value



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

**ATTRITION RATE** - Staffing vacancy rate in a department above the normal turnover rate as the result of retirements

**AUTHORIZED POSITIONS** - Employees positions that are authorized in the adopted budget to be filled during the year

**AVAILABLE (UNDESIGNATED) FUND BALANCE** - Funds remaining from the prior year that are available for appropriation and expenditure in the current year

**BALANCED BUDGET** - A budget where expenditures are equal to revenues

**BEGINNING FUND BALANCE** - The balance available in a fund from the end of a prior year for use in the following year

**BOND** - A written promise to pay a sum of money on a specific date at a specified interest rate (Note: Interest payments and the repayment of the principal are detailed in a bond ordinance)

**BOND REFINANCING** - The payoff and re-issuance of bonds, usually to obtain better interest rates and/or bond conditions

**BUDGET** - A financial plan embodying an estimate of proposed expenditures and the proposed means of financing them, usually for a single fiscal year or period

**BUDGET ADJUSTMENT** - A procedure to revise a budget appropriation either by the City Council approval through the adoption of a budget resolution or by a City Administrator authorization to adjust appropriations within a departmental division budget

**BUDGET ADJUSTMENT REQUEST** - A critical step in the formal approval process required before a revision can be made to the budget appropriation (Note: Budget adjustments of \$5,000 and under shall be approved by the Finance Director, above \$5,000 but no more than \$50,000 shall be approved by the City Manager, and above \$50,000 shall be approved by the City Council)

**BUDGET CALENDAR** - The schedule of key dates an entity follows in the preparation and adoption of the budget

**BUDGET DOCUMENT** - The official writing statement prepared by the Budget Office and supporting staff

**BUDGET MESSAGE** - The opening section of the budget that provides readers with a general summary of the most important aspects of the budget, including changes from the current and previous fiscal years and recommendations made by the City Manager





## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

**BUDGET ORDINANCE** - The legal means to amend the adopted budget through recognizing revenue increases or decreases; transferring funds; decreasing funding of a fund or department; or providing supplemental funding to a fund or department or for the establishment of a new capital project (Note: The City Council adopts or rejects all budget ordinances)

**BUDGETARY BASIS** - Refers to the accounting method used to estimate financing sources and uses in the budget

**BUDGETARY CONTROL** - The management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources

**BUSINESS UNIT** - A cost accounting unit covering a City department, capital project, or fund

**CALENDAR YEAR** - The twelve-month period beginning January 1 and ending December 31

**CAPITAL ASSETS** - Assets of significant value and having a useful life of several years (also known as Fixed Assets.)

**CAPITAL BUDGET** - A capital project financial expenditure plan

**CAPITAL IMPROVEMENT** - Any significant physical acquisition, construction, replacement, or improvement to a City service delivery system that has a cost of \$5,000 or more and a minimum useful life of two years

**CAPITAL IMPROVEMENT PLAN (CIP)** - The process of planning, monitoring, programming, and budgeting over a multi-year period the allocation of capital monies

**CAPITAL OUTLAY** - One of the expenditures account categories used for the purchase of any item with a cost of \$5,000 or more and a minimum useful of two years

**CAPITAL PROJECT** - A cost accounting method identifying a specific project included in the CIP

**CARRY FORWARD** - Appropriated funds from the previous or current fiscal year that are appropriated in the next fiscal year

**CASH BASIS OF ACCOUNTING** - A method of accounting in which transactions are recognized only when cash is increased or decreased

**CHARGES FOR SERVICES** - Revenues received for services rendered

**CHART OF ACCOUNTS** - The classification system used by an entity to organize the accounting of various funds, programs, departments, divisions, sources, activities, and items



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

**CITY CHARTER** - Legal authority approved by the voters of the City of Santa Fe under the State of New Mexico Constitution establishing the government organization

**COLLECTIVE BARGAINING AGREEMENT** - A legal contract between the employer and a recognized bargaining unit for specific terms and conditions of employment

**COMMODITIES** - Expendable items that are consumable or have a short life span such as office supplies, fuel, minor equipment, and asphalt

**CONSTANT OR REAL DOLLARS** - The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money compared to a certain point of time in the past

**CONSUMER PRICE INDEX** - A statistical description of price levels provided by the U.S. Department of Labor used as a measure of the increase in the cost of living (economic inflation)

**CURRENT BUDGET** - The original budget as approved by the City Council, along with any carryover encumbrances from the prior fiscal year and any transfers or amendments since July 1

**DEBT SERVICE** - The amount of revenue that must be provided for payment to insure the extinguishment of principal, interest and fees on City bonds

**DEDICATED TAX** - A tax levied to support a specific government program or purpose

**DEFEASANCE** - A provision that voids a bond or loan when the borrower sets aside cash or bonds sufficient enough to service the borrower's debt

**DEFEASE** - To void, nullify, or offset a liability or debt

**DEFICIT** - The excess of an entity's liabilities over assets, or the excess of expenses over revenues during an accounting period

**DEPARTMENT** - A major administrative division of the City that indicates overall management responsible for an operation or group of related operations

**DEPRECIATION** - Expiration in the service life of fixed assets attributable to wear and tear through use and lapse of time, obsolescence, inadequacy or other physical or functional cause

**DISBURSEMENT** - The expenditure of monies from an account

**DIVISION** - A sub-unit of a department which encompasses a substantial portion of the duties or activities assigned to a department



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

**EFFECTIVENESS** - Sometimes referred to as quality indicators, effectiveness measures the degree to which services are responsive to the needs and desires of customers, how well a job is performed, or how well the intent is being fulfilled

**EFFICIENCY** - Sometimes referred to as productivity, efficiency measures the unit cost over time, money, or labor required to produce a service

**EMPLOYEE (FRINGE) BENEFITS** - Contributions made by an employer to meet commitments or obligations for items such as social security, medical coverage, retirement, and other insurance plans

**ENCUMBER** - To set aside or commit funds for a future expenditure

**ENCUMBRANCE** - The legal commitment of appropriated funds to purchase an item or service

**ENTERPRISE FUND** - A fund established to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges

**ESTIMATED REVENUE** - The amount of projected revenue to be collected during an accounting period

**EXPENDITURE/EXPENSE** - The outflow of funds paid for materials received or services rendered

**FAIR MARKET VALUE** - The value of an asset in the open market, often used to determine the assessed valuation of real property for tax purposes

**FINES AND FORFEITURES** - The loss of a right, money, or especially property because of one's criminal act, default, or failure or neglect to perform a duty

**FISCAL YEAR** - A twelve-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations (Note: The fiscal year for the City and State of New Mexico begins July 1 and ends June 30; the federal government's fiscal year begins October 1 and ends September 30)

**FIXED ASSETS** - Assets of long-term nature that are intended to continue to be held or used, such as land, buildings, furniture, equipment, machinery, and vehicles (also known as Capital Assets)

**FULL-TIME EQUIVALENT** - One full-time position funded for a full year or the sum of two or more part-time positions that equal the hours of a full-time position



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

**FUNCTION** - A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety)

**FUND** - A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources as well as related liabilities and residual equities or balances

**FUND BALANCE**- The excess of amounts carried over from a prior accounting period plus the difference between revenues received and expenses incurred in the current period

**FUNDED POSITIONS** - A term referring to the number of authorized positions for which funding is included in a fiscal year budget

**GANG RESISTANCE EDUCATION AND TRAINING** - A prevention program built around school-based, law enforcement officer-instructed classroom curricula intended as an immunization against delinquency, youth violence, and gang membership

**GENERAL FUND** - The largest fund within the City, it accounts for most of the financial resources and day-to-day operations of the government not specifically accounted for in other funds

**GENERAL OBLIGATION BONDS** - Long-term debt instruments issued by State and local governments to raise funds for capital improvements

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES** - A collection of commonly-followed accounting rules and standards for financial reporting

**GEOGRAPHIC INFORMATION SYSTEM** - An integrated system of computer hardware and software used for storage, retrieval, mapping, and analysis of referenced geographic data

**GOAL** - A statement of broad direction, purpose or intent

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD** - The source of generally accepted accounting principles used by State and local governments

**GRANT** - A sum of money given to a person or entity, usually identified for a specific purpose

**IMPACT FEE** - Payments required by local governments of new development for the purpose of providing new or expanded public capital facilities such as roads, parks, bikeways, trails, police and fire stations, water and wastewater utilities, and drainage

**INDIRECT COST** - Costs that are not directly accountable to a cost objective, frequently referred to as overhead, general, and administrative expenses



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

**INFRASTRUCTURE** - The fundamental facilities and systems serving a local, State or Federal government, such as roads, bridges, tunnels, water supply, sewers, electrical grids, and telecommunications

**INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN** - Capital projects proposed to be undertaken within the next five fiscal years identifying estimated costs and potential funding sources

**INTERGOVERNMENTAL AGREEMENT** - An agreement that involves or is made between two or more governments in cooperation to address issues of mutual concern

**INTERGOVERNMENTAL REVENUE** - Funds received from Federal, State and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes

**INTERNAL SERVICE FUND** - A fund used in governmental accounting to track goods and services shifted between departments on a cost-reimbursement basis

**LEVY** - To impose taxes for the support of government activities

**LICENSES AND PERMITS** - Permission or authorization to do something or use something, usually resulting in a fee imposed upon the holder

**LINE ITEM** - A specific account used to budget and record revenues or expenditures

**LONGEVITY** - Employee compensation payments made in recognition of a certain number of years of employment with the same entity

**LONG-TERM DEBT** - Debt with a maturity date greater than one year from the date of issuance

**MANDATE** - A requirement imposed by a legal act of the Federal, State, or local government

**MATERIALS AND SERVICES** - Commodities which are consumed or materially altered when used, such as office or operating supplies, or when a vendor renders a service, such as consulting or in connection with a repair or maintenance of an asset

**MEASURE** - A plan of action taken to achieve a particular purpose or a standard used to express the size, amount, or degree of something

**MILL** - A property tax rate based on the assessed valuation of real property, e.g., a tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed valuation

**MISCELLANEOUS REVENUE** - Revenue that is not identified separately in the chart of accounts



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

**MISSION STATEMENT** - A formal summary articulating an organization's purpose, identifying the scope of its operations and the kind of product or service it provides

**MODIFIED ACCRUAL BASIS OF ACCOUNTING** - The method combining the accrual basis of accounting with the cash basis of accounting in which revenues are recognized when they are both measurable and available but expenditures are recognized when a liability is incurred

**NOMINAL DOLLARS** - The presentation of dollar amounts not adjusted for inflation

**OBJECT OF EXPENDITURES** - The lowest and most detailed level of expenditure classification, such as electricity, office supplies, asphalt, and furniture

**OBJECTIVE** - Something to be accomplished in specific, well-defined, and measurable terms, often including a specific timeframe in which the objective will be achieved

**OBLIGATIONS** - Commitments which a person or entity may be legally obligated to meet

**OPERATING BUDGET** - A combination of known expenses, expected future costs, and forecasted revenue over the course of a year stated in terms of functional categories and accounts

**OPERATING EXPENSES** - A category of expenditures an entity incurs as a result of performing operations, such as salaries, employee benefits, contracted services, supplies, and commodities

**OPERATING REVENUE** - Funds that the government receives to pay for operating expenses

**ORDINANCE** - A formal legislative enactment by a City Council, having the full force and effect of law within the City boundaries unless it is in conflict with a higher form of law (Note: An Ordinance has higher legal standing than a Resolution)

**ORIGINAL BUDGET** - The initial adopted budget for an entity that has not been revised or amended

**OUTPUT INDICATOR** - A unit of work accomplished, without reference to the resources required to do the work (e.g. number of permit issued, or number of arrests made), not necessarily meant to reflect the effectiveness or efficiency of the work performed

**PART-TIME EQUIVALENT** - A position that is not considered full-time

**PAYMENT IN LIEU OF TAXES** - A payment made to compensate a government for some or all of the property tax revenue lost due to tax-exempt ownership or use of real property

**PERSONAL SERVICES** - Salary and wage-related costs of salaried and hourly employees





## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

**PILOT** - Payment In Lieu Of Taxes

**PROGRAM** - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible

**PROJECT NUMBER** - A unique identifier of any special activity, especially where specific reporting requirements exist regarding the activity, often used with capital projects or grants

**PURCHASE ORDER** - A document issued by a buyer to a seller indicating type, quantity, and pricing for a product or service, resulting in an encumbrance in the buyer's accounting records

**PURPOSE** - A broad statement of goals or objectives specifying the reason for which something exists or is done

**RESERVE** - An account used to indicate that portion of fund equity which is legally restricted for a specific purpose and is, therefore, not available for general appropriation

**RESOLUTION** - A special order by the City Council dealing with matters of a special or temporary nature

**RESOURCES** - The total amount available for appropriation, including estimated revenues, fund transfers, and beginning balances

**REVENUE** - The yield from sources of income (such as taxes, licenses, fines, etc.) that the City collects and receives into the treasury for current or future use

**REVENUE BOND** - A municipal bond that finances income-producing projects and is secured by a specified revenue source, such as Gross Receipts Tax

**REVENUE ESTIMATE** - The funds projected to accrue during an accounting period, whether or not all of it is expected to be collected during that period

**SEVEN MAJORS** - Crimes reported to the Federal Bureau of Investigation (FBI), including homicide, robbery, motor vehicle theft, aggravated assault/battery, burglary, larceny, and rape

**SHARED REVENUE** - Taxes collected Federal or State governments that are allocated back to local governments

**SINKING FUND** - An account used to periodically set aside money for the gradual repayment a debt

**SPAN OF CONTROL** - The number of subordinates a supervisor has, expressed as a ratio of supervisor to subordinates



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

**SPECIAL ASSESSMENT DISTRICT** - The geographical area a government uses to designate a unique tax to help pay for certain public projects

**SPECIAL REVENUE FUND** - An account established by a government to collect money that must be used for a specific project

**STRATEGIC PLAN** - A systematic process of envisioning a desired future, translating that vision into broadly defined goals or objectives, and developing a sequence of steps to achieve them

**SYSTEM CONTROL AND DATA ACQUISITION** - A radio system for monitoring and managing the City's water and wastewater facilities

**TAX** - A compulsory contribution levied by a government

**TAX LEVY** - The amount imposed or assessed by a government on a real property owner or on a consumer or seller engaging in a business transaction

**TRANSFER IN/OUT** - Amounts moved from one fund or department to another

**UNENCUMBERED BALANCE** - The amount of an appropriation that is neither expended nor encumbered and is, therefore, still available for future use

**UNRESERVED FUND BALANCE** - The portion of a fund's remaining resources that is not restricted for a specific purpose and is, therefore, available for appropriation

**USER FEE** - A sum of money paid by an individual choosing to access a service or facility (e.g., swimming pools) **WORKLOAD INDICATOR** - A unit of work to be done (e.g., number of permit applications received) **XERISCAPE** - A style of landscape design requiring little or no irrigation, often used in arid regions



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

### **ABBREVIATIONS**

ACA - Affordable Care Act

ADA - Americans with Disabilities Act

ADO - Asset Development Office

AFSCME - American Federation of State, County, and Municipal Employees

AIS - Annual Information Statement

ALGA - Association of Local Government Auditors

APA - American Planning Association

ARRA - American Recovery and Reinvestment Act

ASE - Automotive Service Excellence

ATV - All-Terrain Vehicle

BAR - Budget Amendment Resolution

BDD - Buckman Direct Diversion

BuRRT - Buckman Road Recycling and Transfer station

CAD - Computer-Aided Design

CAF - Corrective Action Fund

CAFR - Comprehensive Annual Financial Report

CAPER - Consolidated Action and Performance Evaluation Report

CBA - Collective Bargaining Agreement

CC - City Council

CCC - Community Convention Center

CDBG - Community Development Block Grant

CDL - Commercial Driver's License



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

CERT - Community Emergency Response Team CIAC - Capital Improvement Advisory Committee CIP - Capital Improvement Plan

CIPCAC - Capital Improvement Plan Citizen's Advisory Committee CIPTAC - Capital Improvement Plan Technical Advisory Committee CISA - Certified Information Systems Auditor

CLG - Certified Local Government

CM - City Manager

CMO - Collateralized Mortgage Obligation

CNG - Compressed Natural Gas CNT - Crisis Negotiation Team COD - Chemical Oxygen Demand COLA - Cost Of Living Adjustment CPO - Chief Procurement Officer

CPR - Cardiopulmonary Resuscitation

CRM - Citizen Relationship Management CRWTP - Canyon Road Water Treatment Plant CVB - Convention and Visitors Bureau

CY - Calendar Year

DFA -Department of Finance and Administration (State of New Mexico)

DHSEM - Department of Homeland Security and Emergency Management (State of New Mexico)

DOJ - Department of Justice

DOT - Department of Transportation (State of New Mexico) DPS - Department of Public Safety (State of New Mexico) DPSA - Department of Public Safety Association

DRT - Development Review Team

DUI - Driving Under the Influence of intoxicating liquor

DVP - Delivery Versus Payment

DWI - Driving While under the Influence of intoxicating liquor or drugs

EAP - Employee Assistance Program

EGRT - Environmental Gross Receipts Tax

EMMA - Electronic Municipal Market Access



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

EMPG - Emergency Management Performance Grant

EMS - Emergency Medical Services EMT - Emergency Medical Technician EOC - Emergency Operations Center EOD - Explosive Ordinance Disposal EOP - Emergency Operations Plan

EPA - Environmental Protection Agency ERP - Enterprise Resource Planning ESD - Environmental Services Division

ESWTR - Enhanced Surface Water Treatment Rule

EVTCC - Emergency Vehicle Technician Certification Commission

FAA - Federal Aviation Administration

FCC - Federal Communications Division

FDIC - Federal Deposit Insurance Corporation FEMA - Federal Emergency Management Agency FF and E - Furniture, Fixtures, and Equipment

FFY - Federal Fiscal Year

FGP - Foster Grandparents

FHWA - Federal Highway Administration

FINRA - Financial Industry Regulatory Authority

FT - Full-Time

FTA - Federal Transit Administration

FTE - Full-Time Equivalent

FY - Fiscal Year

GAAP - Generally Accepted Accounting Principles

GAGAS - Generally Accepted Government Auditing Standards

GASB - Governmental Accounting Standards Board

GCCC - Genoveva Chavez Community Center GFOA - Government Finance Officers Association GIS - Geographic Information System

GO BONDS - General Obligation Bonds



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

GOAL - A statement of broad direction, purpose or intent

GPRGC - Grandparents Raising Grandchildren

GPS - Global Positioning System

GREAT - Gang Resistance Education And Training

GRT - Gross Receipts Tax

HPD - Historic Preservation Division HR - Human Resources Department HRB - Human Rights Bureau

HUD - U.S. Office of Housing and Urban Development HVAC - Heating, Ventilation and Air Conditioning ICIP - Infrastructure Capital Improvement Plan

IGA - Intergovernmental Agreement

IP - Industrial Pretreatment

IPRA - Inspection of Public Records Act

IRS - Internal Revenue Service

ISACA - Information Systems Audit and Control Association

ISC - Interstate Stream Commission

IT - Information Technology

ITT - Information Technology and Telecommunications

JAG - Justice Assistance Grant JPA - Joint Powers Agreement KSFB - Keep Santa Fe Beautiful

LANL - Los Alamos National Laboratory

LED - Light Emitting Diode

LEDA - Local Economic Development Act

LEPF - Law Enforcement Protection Fund

LGD - Local Government Division (State of New Mexico Department of Finance and Administration)





## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

LGIP - Local Government Investment Pool LIHTC - Low Income Housing Tax Credit LINC - Local Innovation Corridor

MIH - Mobile Integrated Health

MIHO - Mobile Integrated Health Office MOU - Memorandum Of Understanding MOW - Meals On Wheels

MPA - Metropolitan Planning Area

MPO - Metropolitan Planning Organization MRC - Municipal Recreation Complex MSGP - Multi-Sector General Permit

MSL - Marty Sanchez Links de Santa Fe

MSRB - Municipal Securities Rulemaking Board

MTP - Metropolitan Transportation Plan

NCS - National Citizens Survey

NCUA - National Credit Union Administration

NMAC - New Mexico Administrative Code

NMED - New Mexico Environment Department NMFA - New Mexico Finance Authority

NMGAS - New Mexico Gas Company

NMGL - New Mexico Golf Limited

NMML - New Mexico Municipal League

NMRPA - New Mexico Recreation and Park Association

NMSA - New Mexico Statutes Annotated

NMSD - New Mexico School for the Deaf

NMWWA - New Mexico Wastewater Association

NOAA - National Oceanic and Atmospheric Association NPDES - National Pollutant Discharge Elimination System NRCS - National Resources Conservation Service

NRPA - National Recreation and Park Association

NSIP - Nutrition Service Incentive Program



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

NWS - National Weather Service OAH - Office of Affordable Housing OBG - Office for Business Growth

OED - Office of Economic Development OEM - Office of Emergency Management O and M - Operating and Maintenance

OSE - Office of the State Engineer (State of New Mexico)

OTAB - Occupancy Tax Advisory Board

PARCS - Parking Access and Revenue Control System

P-CARD - Procurement Card

PCR - Police Community Relations

PERA - Public Employees Retirement Association

PILOT - Payment In Lieu Of Taxes

PIO - Public Information Officer

PNM - Public Service Company of New Mexico

PO - Purchase Order

POS - Point Of Sale

POTW - Publically Owned Treatment Works

PRV - Pressure Reducing Valve

PT - Part-Time

PTE - Part-Time Equivalent PTTMP - Part-Time Temporary PWD - Public Works Department

QWEL - Qualified Water Efficient Landscaper

RFP - Request for Proposal RFQ - Request for Quote ROW - Right of way

RSVP - Retired Senior Volunteer Program

RTCR - Revised Total Coliform Rule

SAD - Special Assessment District



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

SBDC - Small Business Development Center SCADA - Supervisory Control And Data Acquisition SCBA - Self-Contained Breathing Apparatus SCORE - Service Corp Of Retired Executives

SCP - Senior Companion Program

SEC - Securities and Exchange Commission

SEP - Senior Employment Program SFBI - Santa Fe Business Incubator SFCC - Santa Fe City Code

SFFD - Santa Fe Fire Department

SFGTV-28 - Santa Fe Government access cable Television channel 28

SFHP - Santa Fe Homes Program

SFPS - Santa Fe Public Schools

SFUAD - Santa Fe University of Art and Design

SIU - Significant Industrial User

SLO - State Land Office (State of New Mexico)

SNAG - Starting New At Golf

SSD - Senior Services Division

SWAT - Special Weapons And Tactics

SWOT - Strengths, Weaknesses, Opportunities, Threats

TAT - TMDL and Assessment Team

TBAR - Technical Budget Adjustment Request

TBBL - Technically Based Local Limit TEMS - Tactical Emergency Medical Service TIC - True Interest Cost

TMDL - Total Maximum Daily Load

TSF - Tourism Santa Fe

TSS - Total Suspended Solids



## **FISCAL YEAR 2020 - PROPOSED ANNUAL BUDGET**

TWAS - Thickened Waste Activated Sludge UPWP - Unified Planning Work Program UTV - Utility Vehicle

UX - User Experience

VSS - Volatile Suspended Solids

WERS - Water Efficiency Rating Score

WESST - Women's Economic Self-Sufficiency Team

WIP - Workforce Innovation Program

WW - Wastewater

WWMD - Wastewater Management Division

WWTP - Wastewater Treatment Plant YFSD - Youth and Family Services Division